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ONTARIO PROFESSIONAL PLANNERS INSTITUTE

Brantford's Brownfields Initiative

Brantford's multidisciplinary team, the province, the feds, private sector owners and local communities respond in unison

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Brantford's Brownfields Initiative — Reclaiming a Community

Marguerite Ceschi-Smith
and Matthew Reniers

At the end of the 19th century, Brantford was the third-ranked industrial city in Canada, behind only Montreal and Toronto in the value of its industrial exports. Today, the city's old industrial properties, located near downtown and close to inner-city residential neighbourhoods, are no longer attractive to new industries, which prefer greenfield sites in new industrial parks along Highway 403.

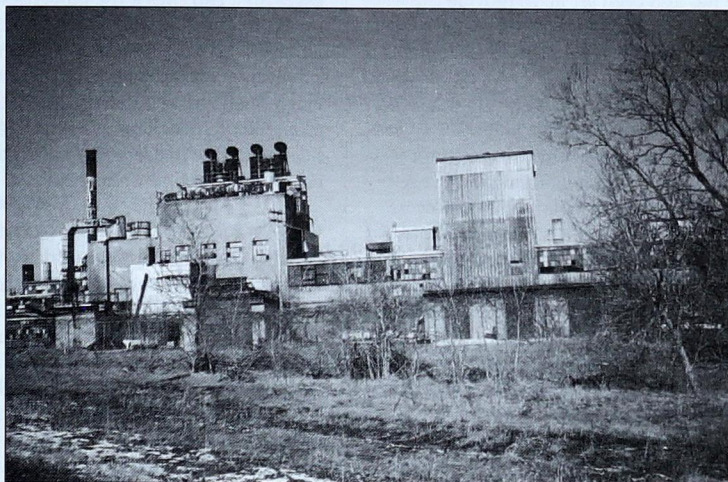
The factory buildings, many of which are dilapidated from years of neglect, are no longer suited to current manufacturing or warehousing operations. Real or perceived environmental contamination resulting from past operations also discourages reinvestment. Although many of these properties are in substantial property tax arrears (estimated at close to \$6 million for eight properties at the end of 2000), the municipality has been reluctant to take possession of the land, because it does not want to assume an unmanageable environmental liability.

It took a tire fire, in December 1997, at the site of a former farm machinery manufacturer, to get the City of Brantford to act. Several years earlier, there had been an explosion at an oil recovery operation on the same site, which led to the evacuation of neighbouring residents. These events forced the City to recognize that its old and derelict industrial sites pose a significant problem; one that cannot be resolved without political leadership and political will. During the past municipal election, it was evident that there was community support for resolving brownfield issues.

The city realized that brownfields issues affect almost every municipal department and that a multidisciplinary team approach was required. In fall 1998, City Council established a Brownfields Committee of senior staff representing several municipal departments and community agencies. The role of the committee is to review brownfields sites, determine their development potential, initiate redevelopment projects and advise Council. The committee, with Council's support, has also championed brownfield issues at the municipal, provincial and federal levels.

Different Shades of Brown

The committee quickly learned that brownfield sites come in different shades and that a single strategy will not work for all sites. Some can be redeveloped by the private sector with public encouragement in the form of financial incentives or flexible redevelopment policies. At other sites, problems are so serious and the redevelopment prospects so bleak that direct public involvement is required to clean up the properties and to return



Redeveloping brownfield sites helps make cities more attractive

them to productive use. The committee has concentrated on these problem sites.

The review of development policies on older industrial sites was part of the City's five-year review of the Official Plan, completed last June. The City funded environmental assessments of 15 brownfield sites and made these assessments available to the public. The assessments identified environmental issues relating to past and present site conditions and assessed the level of environmental risk associated with each site. The results were entered into a database that provides municipal staff and potential investors with an understanding of the risks involved in each site.

The city also revised its land use policies for brownfield sites. On sites with reasonable prospects for private-sector redevelopment or re-use, the new policies provide a range of development options. Where private redevelopment prospects are limited, the new policies restrict the range of uses until site remediation has occurred. After remediation has been carried out, a wider range of development options is possible. Policies were also added to allow the municipality to take advantage of the Planning Act's community improvement provisions to promote brownfield redevelopment.

The City has also submitted a proposal to the federal government, asking for \$10 million to acquire, clean up and redevelop three properties covering a 21-hectare area in what was once the heart of Brantford's farm machinery manufacturing industry.

Community Consultations

Brantford also consulted widely with the public. As part of the Official Plan Review process, a focus group met on several occasions to discuss issues related to older industrial areas. Brownfield issues were also discussed in the community forum held as part of the Official Plan Review.

Residents living near the brownfields demonstration project area were invited to three public meetings convened to inform the community about progress, identify concerns and canvass ideas about potential redevelopment options. The city also distributed newsletters.

Council has demonstrated its commitment to the brownfields initiative by establishing a revolving reserve fund to finance redevelopment projects. Any municipal revenues from the redevelopment of a brownfield property will be made available for the clean-up of other sites. A capital fund has also been set up to provide the Brownfields Committee with resources for environmental studies and related activities.

Partnerships

The cooperation of the private sector is essential to obtain the information needed to make informed decisions and to prepare appropriate site-specific strategies. The owner of one brownfields property actively participates on the Brownfields Committee. The City has also obtained permission from another property owner to conduct a Phase II environmental assessment. Negotiations are under way to gain access to another property to carry out a similar study.

The City has worked hard to establish partnerships with federal and provincial ministries. For example, Brantford has forged a partnership with Ontario's Ministry of the Environment that is providing financial assistance to construct an interceptor trench and oil separation system at one site. As well, the City has negotiated short-term limited liability agreements to enable environmental assessments to be carried out.

Brantford also plans to negotiate long-term liability agreements with the Ministry so that it can implement site remediation and redevelopment projects on brownfield sites that may come under municipal ownership.

The federal Ministry of Revenue has agreed to remove crown liens and mortgages from two sites if the properties come into municipal hands through the tax sale process. The Ontario Minister of Finance, however, has so far refused to remove a much smaller crown lien on one of these properties. Crown liens, which can be considerable, are a major impediment to the rehabilitation of brownfield sites.

Challenges Still to Overcome

Although Brantford has made considerable progress, there are still many challenges to overcome. The City still needs to:

- negotiate short-term and long-term limited liability agreements to allow the municipality to remediate and redevelop sites without fear of legal recrimination;
- remove provincial crown liens;
- get access to properties to conduct studies on site-specific environmental problems and access to existing environmental studies and information;
- amend current environmental legislation in Ontario so that the primary focus is to find new uses for the sites, rather than finding fault and assessing liability;
- resolve site ownership issues (legal

entanglements on Brantford's brownfield sites include a property assumed by the public trustee; one in which the trustee in bankruptcy has walked away; and several for which ownership is uncertain);

- obtain funding from all levels of government for the acquisition, remediation and redevelopment of brownfield sites that the private sector will not touch.

Brantford has reason to hope that the Ministry of Municipal Affairs and Housing's advisory panel has submitted effective recommendations on these issues. The city looks forward to a favourable outcome from the province's review of its policies and legislation affecting brownfield sites.

One of the most important lessons that Brantford has learned is that brownfields issues cross all disciplines, ministries, departments and levels of government. All levels of government must work cooperatively, along with the private sector, to address the multitude of issues so that the task of reclaiming our communities can be completed.

Marguerite Ceschi-Smith is a Brantford city councillor and chairs the City's Brownfields Committee. She is also principal of Ceschi-Smith Associates and a member of the AMO and FCM Brownfields Committees. Matthew Reniers, MCIP, RPP, is senior planner, Policy & Programs, with the City of Brantford.

4 / FEATURES

New civic direction stems from amalgamation

Amalgamation and Community Strategic Planning — The Kingston Experience

By Alan Gummo, Lynda Newman and Rory Baksh

Last October, Leon Doucet, chairman of the Community-Based Steering Committee, presented the recently completed Kingston Community Strategic Plan to City Council, stating that the strategy "was the most significant accomplishment of the City since amalgamation." A bold statement indeed!

How did this come about?

The City of Kingston was created out of the amalgamation of the City of Kingston and the Townships of Kingston and Pittsburgh in 1997. The resulting city brought together urban, suburban and rural

communities with a population of approximately 113,000.

Throughout the amalgamation process, the Transition Board seemed pre-occupied with radical re-invention of the local government structure, vigorous pursuit of cost-savings, and transformation of the mandate of local government to an enterprise model of service delivery. The board did not undertake any structured process to develop an identity or vision for the "new" City of Kingston.

The 1997 municipal election featured strong support from all candidates for "strategic planning." The meaning of this

concept was left largely undefined.

In early 1998, the newlyformed economic development corporation held Summit 98, a strategic planning forum premised on the notion that the City's priority must be economic development. This event was by invitation only, with participants drawn from a short-list of local business people. Summit participants advocated "mindset transformation" at the community level, and the creation of a new "community of collaborators." The Summit identified economic priorities for immediate action. The Mayor described the Summit as the start of an ongoing

strategic planning process.

At about the same time, City Council adopted a "recovery strategy," proposed by staff, intended to strike a strategic direction for the City's government. This strategy held that the City's most pressing need was to address a backlog of infrastructure deficiencies, and focused almost exclusively on sourcing funds for remedial projects.

Meanwhile, the Strategic and Long-Range Planning Department was given the responsibility for the development of a community strategic plan. Following several false starts in 1998 and resolution of confusion regarding the roles of the economic development plan, the recovery strategy, and a plethora of business plans being developed within the corporation, City Council committed to development of a Community Strategic Plan.

Several principles were established for the development of the strategy:

- The plan would be created by the community.
- A significant amount of time and resources would be dedicated to generating substantive community participation in the process and ownership of the resulting strategy.
- Several community partners would be responsible for the planning process, including City Council, a community-based (volunteer) steering committee, City staff primarily from the Strategic and Long-Range Planning Department, and facilitators

from Dillon Consulting and Clara Consulting.

- The plan would be grounded in a long-range vision for the new City that was embraced by a large portion of the community.

The true test of success would be the commitment of the community to implementation of the strategy. Specific action plans, with partners committed to their implementation, had to be achieved.

In November 1999, the Community-Based Steering Committee was appointed, and the planning exercise began.

The Planning Process

The "basic" strategic planning model came from the corporate world. This model focuses on the discrete objectives of managing budgets and taking advantage of future opportunities in a competitive business environment. The community-based strategic planning model modifies the business approach to recognize that the exercise occurs in the public domain with its inherent complex network of stakeholders. People have the right to participate in decisions that affect their well-being, and for this reason the Kingston process from the outset focused on generating the greatest level of substan-

tive community participation possible. Inclusion of the community is intended to help develop partnerships among stakeholders, and foster a consensus around priorities for future action.

The first step was City Council's appointment of community volunteers and Council representatives to a Community-Based Steering Committee. The Committee's mandate was to ensure that efforts to involve the community were effective, and to guide the process through the following four stages (a detailed program is available on request from the City):

Kingston Today: The Strategic and Long Range Planning Department prepared a workbook which was used to analyze the strengths, weaknesses, opportunities and threats (SWOT) facing Kingston. After 27 meetings, nine major themes emerged, as well as a draft vision statement.

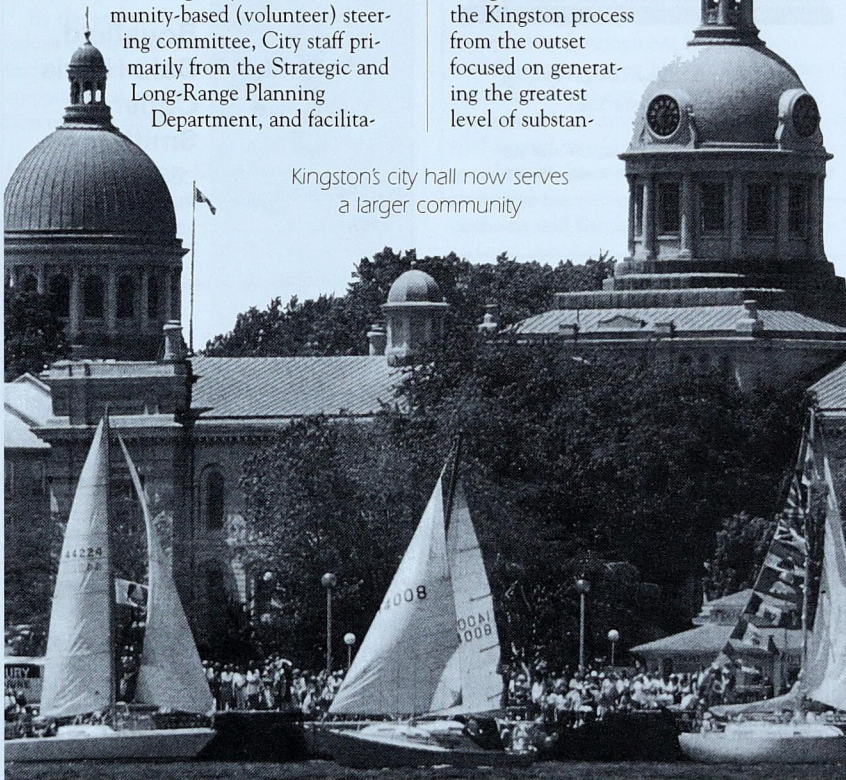
Kingston in 2010: Feedback received through four community forums and three city staff forums helped to finalize the vision for Kingston and define 12 initiatives in support of the vision. The Community-Based Steering Committee took this to Council and received its support in June 2000.

Action Planning: Four of the 12 initiatives were advanced by teams composed of community volunteers and city staff. The four teams produced very specific plans that described responsibilities, resources and outcomes needed to move the vision towards reality.

Implementation Strategy: The volunteer Steering Committee and its planning partners will develop a strategy to ensure the plan does not "sit on the shelf." The strategy includes a program to monitor success of the current action plans and advance other initiatives when appropriate.

The planning process involved over 1,000 people and over 40 organizations, thanks to the continuous outreach program delivered by the City's Communications Branch and the efforts of the Community-Based Steering Committee. Furthermore, the participation of facilitators from outside the organization, and indeed from outside the community, was fundamental in ensuring the objectivity and neutrality of the process. These factors, in conjunction with the direct reporting relationship between Council and the volunteer Steering Committee, demonstrated an open and credible process that clearly contributed to the ready adoption of the Plan by Council.

Kingston's city hall now serves a larger community



The Community in Community Strategic Planning

The Kingston Community Strategic Plan was born from, and transcended, a somewhat turbulent time in the otherwise sedate history of the Kingston area.

The enterprise approach promoted by the amalgamation's Transition Board concerned those who saw themselves as citizens with a voice and not customers buying services. Residual resistance to amalgamation, particularly within one of the townships, centred on perceived loss of community identity. There was also a degree of unresolved concern in the rural area with respect to representation and voice in the new city government.

As the first term of the new City Council progressed, the public perceived that a number of topics such as community development were being excluded from the political agenda and the local political process was not sufficiently open to public participation.

With this background condition, it was interesting to watch the community participate in the strategic planning process. Participation exceeded expectations. Discussion was positive and aimed at the

future. The process featured people meeting people and issues being shared. Alliances were formed where they had not existed before. And perhaps most importantly, there was a strong commitment to develop a new community identity and vision founded on broad-based consensus reached by the urban, suburban, and rural constituencies.

The planning process generated several important products:

Kingston Today - A Statement of Major Themes

There is a "passion" for the area. Kingston is a gem of a city. One of the best in Canada. People love the ambiance, the natural setting, the countryside, the waterfront, the history, the heritage buildings and much more.

There is a strong sense of community. We are proud of our residents, our volunteers, our community organizations and our neighbourhoods.

There is a sense of entrenchment. As Will Rodgers once said, "We all love progress, its change we hate!"

Nonetheless, we recognize the opportunity to pursue fresh ideas and attitudes. There

is a desire to create a new vision, plan for the future and coordinate efforts across the new municipality.

There is too much focus on issues and weaknesses. We need to promote our strengths among ourselves. Then, we will be better able to present our strengths to visitors and others outside our community. We are concerned with the size and scope of federal and provincial downloading of responsibilities. Substantial funding support has been lost. We are not sure how to respond to this challenge at the community level.

There are specific issues that are foremost in our minds:

- transportation and accessibility
- sustainable growth: infrastructure, protecting natural resources and rural life
- protecting our quality of life and addressing the well-being of all residents.

There are strengths to build upon and opportunities to pursue:

- economic growth sectors such as tourism, knowledge-based industries/technologies, health and education
- arts, culture, recreation & leisure
- heritage
- coordinating the talents and energies of

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our people to achieve a common vision. Our people are knowledgeable, experienced and brimming with interesting and innovative ideas. The challenge is to make good use of this valuable resource.

A Vision of Kingston in 2010—Key Elements

Building on our strengths—Kingston: Where history and innovation thrive.

OUR PEOPLE—People are our most valuable asset.

Environmental responsibility—We are a healthy community.

Economic prosperity—Prosperity is widely shared among our residents.

Governance—We take pride in our local government.

Initiatives for Action by 2010
New Official Plan, Transportation Master Plan, and Long-Range Infrastructure Plan
Support for Volunteers and Promotion of Neighbourhood Associations
Access to Information and Services
Addressing Needs of Youth and Elders
A Culture Strategy

A revisited economic prosperity initiative, and Getting Our House In Order - establishing an effective and efficient municipal corporation.

Action Plans

By the end of the process, people were galvanized around a representative and inclusive agenda of action plans, and had committed to working on the implementation of these plans.

Implementation Strategy

Council adopted the Kingston Community Strategic Plan in October

2000, and gave life to an Implementation Steering Committee. This commitment to implementation is essential to ensuring that the Plan will not end up gathering dust on a shelf.

Results

The large numbers of participants and the credibility of the Community-Based Steering Committee, appear to have encouraged enthusiastic adoption of the Plan by City Council.

The planning process has articulated the community's mandate for local government, based on a back-to-basics approach to municipal services, and a collective desire for "value for money" rather than "tax reduction."

The City now has a ten-year vision and action program that fits nicely between the short term focus of the annual budget, and the 20-year growth projections of the Official Plan. The partnerships that developed during the process will support the success of the ten-year program.

The higher order status of the Community Strategic Plan has been articulated in relation to other corporate and community plans of a more interest-specific nature.

The planning process has been a successful effort at community-building for the new and larger City of Kingston. Community development has taken on new importance as an integral part of the community's strategy for the future. There has been a local articulation of values centred around people as individuals and as members of the collective, the environment and the role of stewardship, the economy and the desire for prosperity, the

quality of the physical place, and equity issues.

Lessons for Planners

The overwhelming lesson from the Kingston experience is that community strategic planning works! The Kingston program engaged large numbers of groups and organizations across the "new" City in developing a vision and strategic direction for their new community.

The resulting plan is a medium-term planning tool whose horizon lies between the long-term official plan and the immediate demands of day-to-day issue management. This tool has considerable value as the work of local government becomes more complex, and the demands on local government resources more intense.

Community-based strategic planning creates opportunities for a value-based approach to community planning. The introduction of new community partners opens up non-traditional areas of investigation for planning professionals. This phenomenon coincides with the post-Seattle concern to redress the "democratic deficit" in our political institutions.

Finally, community strategic planning is articulating a set of values that we will tentatively describe as universal community values. Further exploration of this value set is warranted at both the academic and practitioner levels to determine its relevance to a new holistic approach to community planning.

Alan Gummo, MCIP, RPP, works for the New City of Kingston's Planning Department. Lynda Newman, MCIP, RPP, and Rory Baksh were the consultants assisting with the Kingston Community Strategic Plan.



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A Tale of Two Main Streets

By Dan Leeming

This is the first of three articles aimed at understanding the complexities of main street elements and the role of time in making them work well, or not so well.

My first experience of a main street was when, as a little nipper, my grandmother would take me for walks along her local main street, the "Kingsway," located on Bloor Street in what was then Etobicoke's east end. We would stroll along, picking up groceries, talking to the butcher, the green-grocer and the baker, and, if I was lucky, finish at Borden's Dairy for a chocolate sundae. This was the mid-1950s and Toronto was just building its first subway line on Bloor Street, replacing the street car and bus lines that had enabled the expansion of the city into new suburbs. The streetcars also linked together peripheral villages and townships.

Immigrants helped shape demand for Main Street

Toronto's experience of profound change in its population has been well documented. The predominantly white Anglo-Saxon residents who moved into the High Park area in the early 1900s continued to move west to the Kingsway and the rest of Etobicoke to newer, larger or more modern homes in the 1930s through to the 1950s. In the postwar era, the neighbourhoods around the High Park area became the location of choice for many new immigrants from the Ukraine, Poland, Estonia, Lithuania, Germany, Latvia and Malta. These citizens from older European centres were seeking diverse, stable and affordable housing with employment and shopping that could be reached for the most part by foot or transit.

Since the 1960s, the mixing of cultures has continued with the mobility of second generation Canadians, the ongoing influx of

new immigrants along with the increasing health of Toronto's older neighbourhoods which continue to attract people of all ages. Many of the residents of the Kingsway and Bloor West have been there for over 30 years and are now senior citizens. Younger people continue to move into both areas but with a short supply of rental space and affordable housing, many must look elsewhere. The redevelopment of former gas station sites in both areas as upscale condominiums attests to the popularity of living right on a main street at upscale prices. While the Kingsway area has always had an above-average household income, the neighbourhoods around Bloor West have shot up in average household income over the last 20 years. These resident populations require a mix of goods and services to be supplied either by their local main street merchants or by merchants with more to offer in locations such in malls or big box locations.

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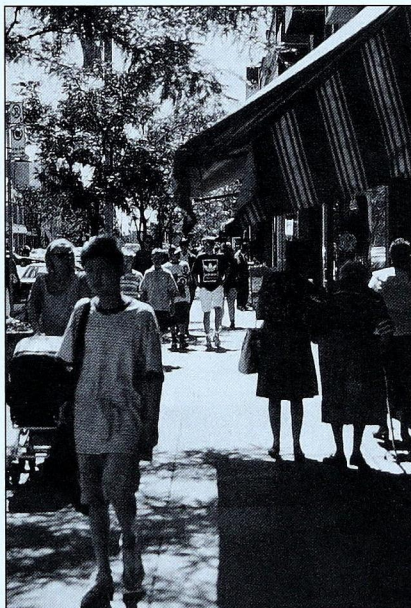
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Life in the city offers alternative to malls

As an adult, I was one of many of my generation who did the "reverse leapfrog." Instead of progressively moving further west to Mississauga and beyond, I moved back into Toronto, eventually settling in the High Park area. It was here I realized I could trade in weekend shopping trips to the regional mall and get to know the diversity of shops and merchants on my own main street that my grandmother had shown me.

My local main street, the "Bloor West Village," is a mere 1.5 km. away from the Kingsway, separated by the Humber River valley. It sits atop the same Bloor subway line, and was built mainly in the same era as the Kingsway, in the 1920s and 1930s. Both streets accommodate many small buildings offering goods and services. They are based on similar layouts and functional criteria.

This series of articles tries to explain why these two popular main streets have evolved in such different ways over the past 50 years, setting out my own observations and commenting on the noticeable and not so noticeable differences between them.



Bloor Street West, Toronto

Main Streets are the heart and soul of a community

Main streets are the essential heart of many communities. They are the focus of a dynamic mix of shopping, entertainment, cultural activities, transportation nodes, central squares and park places, usually



Kingsway, Toronto

within a reasonable walking distance of the surrounding residential community. Main streets are supported by the local community and in turn provide a distinct centre of activity and sense of place to that community.

The formula for a successful main street transcends physical design considerations to include those of social and cultural context, the broader influences of the adjacent resident populations, the organizational cooperation and entrepreneurial skills of the local merchants and the mercurial ebb and flow of change as our communities age. In turn, the physical design of a main street area will establish firm locations of buildings, sidewalks, street furniture, parking bays and roadway widths, in which all of the other considerations will interact and create a new

dynamic of economic and social vitality.

Many of the important lessons and principles that helped establish our older main streets have been forgotten, partly because of the passage of time, but also as a result of changing attitudes to community design. Today, we tend to prioritize automobile-related criteria such as location, parking lot size and convenience of access between the car and the building. While this is essential to the success of all retail sites, the focus on malls and big box shopping has established a lexicon of design that cannot satisfy the more subtle and complex inter-relationships of a main street. This "mall" perspective on community design often at the expense of pedestrian accessibility and smaller scale shops that can create a more intimate outdoor street life in that important zone between the proximity of front building wall and the street.

Recognizing the enormous benefit that main streets can offer as dynamic community centres, my view is that planners should strive to strengthen the health of our older main streets while looking for appropriate opportunities to introduce main streets into greenfield communities. Modest corridors or nodes are not only desirable but can be economically viable.

Dan Leeming, MCIP, RPP, is a partner with the Planning Partnership and a frequent contributor to the Ontario Planning Journal. He is also an active member of the Urban Design Working Group. Part two of this series looks at the business of retail. Part three dissects the physical dimensions and offers insights into what works and why. Dan can be reached at (416) 975-1556 x26.



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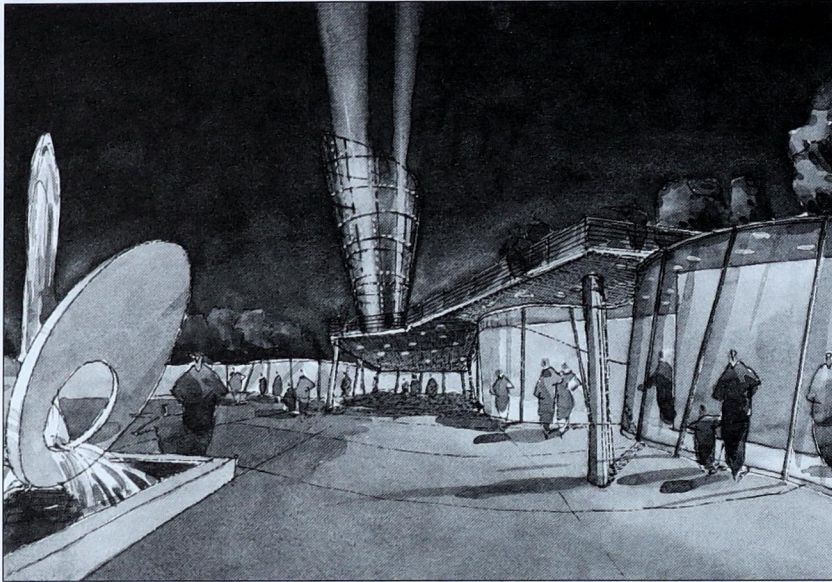
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Looking Forward: Windsor's Riverfront Vision Takes Shape

By Kevin Alexander



Celestial Beacon brings attention to the night sky and the place of human activity in the universe.

When the City of Windsor Council unanimously adopted a 25-year implementation plan for Windsor's Central Riverfront on September 5, 2000, the long-held dreams of residents for creating a continuous riverfront open space network moved a step closer to reality (see Ontario Planning Journal, Vol. 15, No. 2). The plan contains guiding principles that will drive future design and construction decisions. This will be the first amendment to the official plan in the New Year.

The Central Riverfront Implementation Plan (CRIP) satisfies phases 1 and 2 of the federal and provincial environmental assessment requirements and ties together park spaces not yet to be developed.

Consultation Process showed that Windsorites care

Windsor's riverfront plays a big part in how Windsorites define their city. To ensure a high-quality planning and design document suitable for expressing this identity, the City invited four teams to participate in a design charrette held in August 1999, for which each team was given an honorarium. The results were circulated to Council, community stakeholders and interest groups.

The design team of Cochrane Brook Planning & Urban Design (now Brook McLroy Inc.) and the MBTW Group was ultimately selected from among the four teams, to develop the CRIP. Their work structured the experience of the riverfront

around a series of "beacons" tying the eastern (Old Walkerville) and western (Old Sandwich Towne) trailheads together as a cohesive whole. The design of each beacon includes transparent, vertical elements that form a pattern of visible landmarks along the riverfront. Extensive public consultation assisted in the development of the guiding principles.

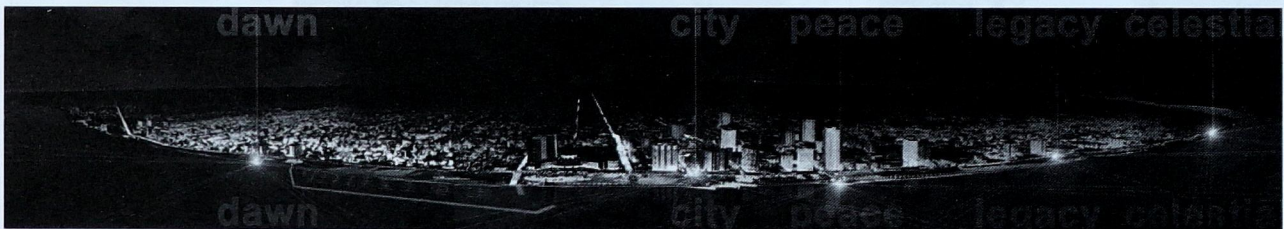
In October, 1999, the City hosted "Riverwalk", a community event celebrating Windsor's acquisition of the riverfront lands. Over 6000 people attended this event, which won the Festival Ontario award for community participation. Riverwalk offered an opportunity for hundreds of participants to view the design concepts developed during the charrette. Throughout October the design proposals were on display in key locations throughout the city, including Devonshire Mall.

In May last year, the final draft was completed, sent to council and tabled for 30 days as part of the EA process. Once again the final draft was available for public review, and people were asked to comment by July 7. The extensive public input ensured that the final plan received widespread public support.

Riverfront Design focuses on Beacons

The linking design elements include the beacons, circulation, routes, woven into historical narratives, and urban design amenities such as lighting, seating, and walkways.

The Beacons: Five beacons are proposed which explore themes intended to provoke contemplation of time: past, present and future, and to provide a series of destinations where hospitality services such as washrooms, refreshment and information services are located.



Beacons along the water. Collectively, the Beacons create the Central Riverfront's primary orientation system and identity feature

Heritage narratives are expressed through signage, art, interpretation, signs, gardens; collectively, these elements will engage the riverfront visitor; and help to bring history alive, through touch, sound and visual sequences. These elements will serve as excellent vehicles for community involvement and stewardship. Such elements include:

Interpretive Wall: a low linear wall to run parallel to the riverwalk pathway; it will be a gathering place, providing seating, fountains, a water trough, planters, lighting and waste containers.

Circulation Routes: a system that includes Riverside Drive as a scenic drive and pedestrian promenade, the riverfront "Riverwalk" promenade, and a continuous recreationway (walk/cycle/trail). The east-west pedestrian circulation system feeds back into the neighbourhoods to the south through a series of linear "fingers."

Signage System: to guide people through the various attractions along the riverfront, and help interpret Windsor's rich river-related cultural history.

Urban Design Amenities: lighting, seating, banners, telephones, drinking fountains,

safety/interpretive handrails, bike racks and other elements geared for pedestrian comfort and year-round enjoyment. This consistent design approach will help link the various riverfront attractions together.

The City of Windsor's dreams and aspirations are embodied in the community's vision of a publicly accessible and extensively usable riverfront. This vision will link the Detroit River, the lifeline of past, present, and future generations to the natural environment. This environment has

played an integral role in the culture and settlement of this area. The CRIP ensures that this environment and culture continues and its dreams and vision are upheld for generations to come.

Kevin Alexander is a planner with the City of Windsor Parks and Recreation Department. He can be reached at (519) 253-2300 Extension 6396 or by e-mail at kalexander@city.windsor.on.ca.



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President's Message

Bright Start for OPPI's New Year

By Dennis Jacobs

It's the dawn of New Year . . . or should I say a new millennium? The future looks so bright for OPPI that I'm off to find some shades. I was energized by the sense of optimism that positively bubbled at the conference in Niagara Falls. Hats off to the Conference Committee chaired by Corwin Cambray and the dynamic duo of Paul Chapman and Judy Pihach. Sponsorship dollars flowed in with Doug Darbyson's encouragement. In addition, outstanding efforts from Adele Arbour - Logistics; Rick Brady - Treasurer; John Perry - Mobile Workshop Chair; Teri Johns - Promotions Chair and; Tom Smart - Social Committee Chair. Not only did this conference raise the bar a notch for program and entertainment but the attendance, at over 500, was incredible. The gauntlet is definitely down for next year's joint conference in Ottawa!

The closing plenary - Lessons of Experience: Advice from Vintage Planners, with Frank Lewinberg of Urban Strategies, Peter Boles recently retired from the provincial Ministry of Municipal Affairs, and Paul Bedford from the City of Toronto was truly inspirational for me. Not only was the room full (a feat in itself for a closing session) - but not a word was heard to distract from the consistent messages about the value, strength and diversity of the planning profession. This message built on the call to us by Stephen Lewis to rise to the challenges of change and become leaders and advocates in our communities. It was clear to me that the time is ripe for our individual members to seize the day and for the Institute to champion the critical role of professional planners in shaping the future and leading in change management.

With this in mind, Council held its first meeting

in early December, welcoming Diana Jardine - Recognition, David Hardy - Policy Development, Mike Sullivan - Central District Representative, Bryan Weir - Outreach and returning member Don May with new responsibilities for Professional Practice and Development. This was also the first meeting of the recently restructured Council, which aligns representation with the goals of the Strategic Plan - necessary to ensure clear and accountable lines of responsibility for the delivery of the Plan. As a newly minted President, I was tested on all fronts by the spirited discussions that took place, but came away with a singular confidence that we are poised and ready to further the trail-blazing work of Ron Shishido, our Past President.



Dennis Jacobs

We enter 2001 with a balanced budget, brimming with new and vital initiatives, thanks to the strong vote of support from the membership for a fee increase and a very successful conference. These initiatives are critical to the implementation of the Strategic Plan. Greater use of web-based technology will improve member communications and open new doors for access and exchange of information. Work is progressing well on the

policy front with papers in preparation on the issue of affordable housing and on the role of the OMB, so stay tuned for your opportunities for input.

Thanks for your support and I look forward to seeing all of you volunteer a little more of your time over the coming year to help OPPI and the planning profession brighten its star for the new millennium.

Dennis Jacobs MCIP, RPP, is President of OPPI and Director of Planning, Environment & Infrastructure Policy for the "New" City of Ottawa.

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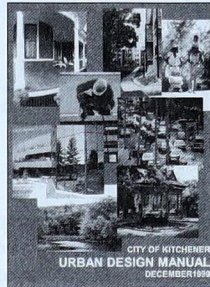
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OPPI Awards Set Bar For Recognition That Much Higher

Professional Merit Award City of Kitchener City of Kitchener Urban Design Manual

The manual is the culmination of a process that began in 1994 to develop design guidelines and standards to carry out the urban design policies in Kitchener's Official Plan. It contains not only guidelines, but also design briefs and design standards in one document. There are also checklists that developers can use when submitting proposals to City Hall. An appendix contains details on the City's Urban Design Awards Program, held every two years. The City consulted with many groups in preparing the manual, including people with physical disabilities, to ensure that the document served the needs of all residents. The awards committee found the manual straightforward and comprehensive, and praised its effective illustrations, which made many complex ideas easy to understand. The provincial jury added, "The manual is very effective in bringing together environmental and planning regulation in a simple and understandable fashion... a concise, readable, useful reference tool."



Kitchener

Professional Merit Award City of Mississauga and Monteith Planning Consultants 1999 Future Direction Plan for Recreation and Parks

Mississauga is a changing community, and needed a new Master Plan for its parks. The City is much more built up than it was when its original plan was completed, its demographic profile is changing, and, like all municipalities, it must operate within an altered fiscal environment. The Future Direction Plan takes these changes into account, by setting standards based on market supply and demand (not just population statistics), by incorporating the need for non-traditional facilities in certain neighbourhoods, and by emphasizing flexibility as the city continues to change. The awards committee found the ideas well-presented and understandable and felt that the

approach was so flexible and workable that it "could be adapted by other municipalities, even in their growth stage." The provincial jury stated that it "was not aware of any other jurisdiction which has embarked on an assessment of this nature and it will clearly be transferable to other jurisdictions by the

establishment of set standards for recreational equipment and needs...the report endeavours to address both monetary constraints and residents' expectations and goals."

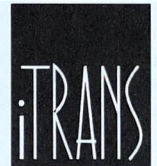
Professional Merit Award City of Toronto Unlocking Toronto's Port Lands: Directions for the Future

The awards committee praised the report for its innovation and clarity, and for the way it described other waterfront cities to suggest what could be achieved in Toronto. The provincial jury called it "an excellent first step in what will obviously be a long process," and added, "Two key words in the title are noteworthy. Unlocking: in this instance sorting



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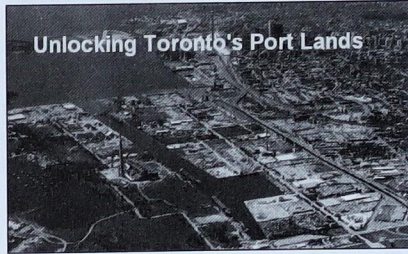
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Recreation



Unlocking Toronto's Port Lands

Unlocking Port Lands

through the roadblocks to addressing port issues, and Directions: plotting a course and establishing a framework for moving ahead." Other award winners will be featured next issue.

Policy Updates

Final preparations are being made for the release of OPPI's first policy paper, "The Municipal Role in Meeting Ontario's Affordable Housing Needs." The anticipated release date is February, 2001. Copies of the report will be posted on the OPPI website.

Work on drafting a policy paper on the role and function of the Ontario Municipal Board is well-underway. We are anticipating release of the report in June of this year.

The response to the Request for Proposals on growth management strategies for urban and rural areas has been strong. Over the next few weeks the Policy Development Committee and Council will review the submissions and select the successful applicant.

To obtain updates and to provide your input on these policy initiatives, go to the 'What's New' and 'OPPI Initiatives' sections of the OPPI website. For additional information, please contact Loretta Ryan, MCIP, RPP, Manager, Policy and Communications at (416)483-1873 or 1-800-668-1448, ex. 26.

OPPI Council Approves 2001 Business Plan – A Look at What's to Come

The newly elected OPPI Council had its first meeting in December. A new structure for OPPI's working committees accompanies the new Council, with the goal of accomplishing the work set out in OPPI's Millennium Strategic Plan. Work on several initiatives has started. Priorities have been established and resources allocated. Working committees, with district representation, are being finalized for 2001. Here are the activities that Council approved in four priority areas for 2001.

1. Broadening recognition of planning and the role of planners

- Establishing a media spokespersons program that supports the communication of our policy papers and position statements.
- Re-development of the web site to promote OPPI as being the recognized voice of planners in the province and provide members with timely and accessible information such as public policy papers, jobs, events and data searches.
- Developing a strong statement or brand for the planning profession.
- Conducting an opinion poll on planning issues affecting quality of life.

2. Initiating a new policy development process

- Launching our first innovative policy paper on "The Municipal Role in Meeting Ontario's Affordable Housing Needs," and providing members with the tools and strategies to support community application.
- Developing our second innovative policy paper on strategies for growth manage-

ment in urban or rural areas.

- Involving members in the development of positions and best advice on key issues such as the Roles and Responsibilities of the Ontario Municipal Board and the Development Permit System.
- Maintaining a watching brief on government initiatives in areas such as the environment, natural resources, urban growth and agriculture.

- A Visionary Organization: Being a leader in public policy, promotion innovation in the practice of planning in Ontario.
- An Influential Organization: Being the recognized voice of planners in the province.
- An Effective Organization: Providing services valued by members.

- Establishing liaisons and partnerships with organizations that wish to work with OPPI to advance sound planning policies in Ontario and/or support the policy direction and initiatives of OPPI.

3. Improving the Membership Process

- Establishing an outreach strategy to attract non-member practising planners, including the continuation of Executive Practitioners Outreach.
- Planning and implementing an Examiner training program.
- Establishing policies and support programs/tools to move long-standing provisional members to full membership status.

4. Supporting members with a dynamic membership services package.

- Establishing a Practice and Development Committee that will develop a plan for the delivery of tools and resources to enhance and maintain professional practice.
- Maintaining appropriate professional standards for the profession by investigating a program that supports the continuous learning of planners.
- Launch the Professional Liability Insurance program.
- Launch new Practice and Skills Workshops e.g. Ethics for Planners, Media Training for Planners.

As the year proceeds, Council members will keep members informed about the progress and accomplishments for each of the four priority areas. Watch for articles in the OPPI notebook section.

Mary Ann Rangam, Executive Director

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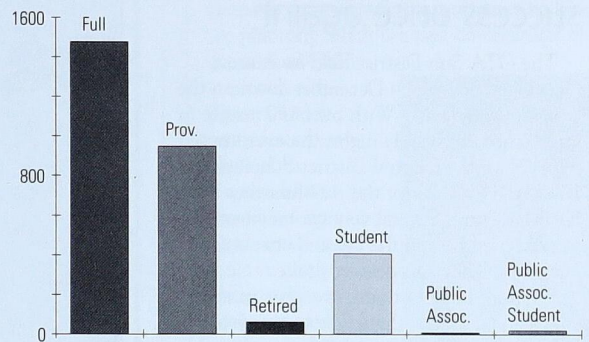
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Facts and figures on OPPI at the start of 2001

OPPI MEMBERSHIP BY DISTRICT, NOVEMBER 2000

TABLE 1

District	Full	Prov.	Retired	Student	Public Assoc.	Public Assoc. (Student)	TOTAL
Northern District	49	21	2	5	-	-	77
Southwest District	242	123	10	95	1	4	475
Central District	1000	697	40	235	8	15	1995
Eastern District	174	108	10	54	-	1	347
Out of Province	14	1	1	18	-	-	34
TOTAL	1479	950	63	407	9	20	2928*



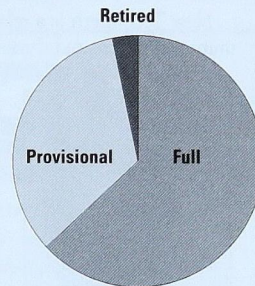
NOTE: Full Members include 16 Fellows of CIP; Retired Members include 2 Fellows of CIP.

MEMBERSHIP BY CLASS AND SEX, NOVEMBER 2000

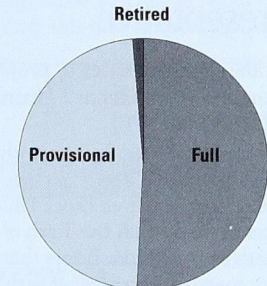
TABLE 2

	Male		Female	
	No.	%	No.	%
Full	1090	73.7	389	26.3
Provisional	585	61.6	365	38.4
Retired	53	84.1	10	15.9

Male



Female

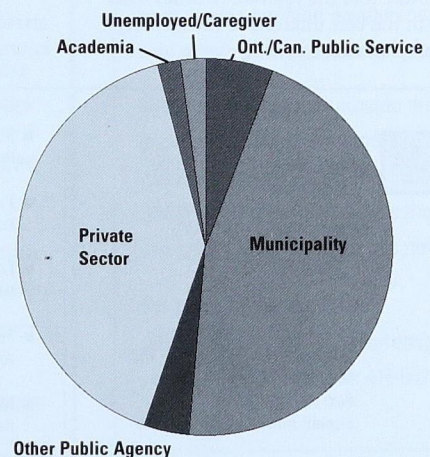


*** NOTE:** This represents a total increase of 92 from 1999. Full Members have increased by 37 and Provisional Members by 49, with the bulk of these increases in Central District.

FULL AND PROVISIONAL MEMBERSHIP BY EMPLOYMENT CATEGORY, NOVEMBER 2000

TABLE 3

		Northern	Southwest	Central	Eastern	TOTAL	
		No.	No.	No.	No.	No.	%
Ont./Can. Public Service	F	10	7	73	18	142	5.88
	P	2	1	25	6		
Municipality	F	26	150	527	98	1102	45.65
	P	11	43	207	40		
Other Public Agency	F	1	9	25	9	93	3.85
	P	-	7	37	5		
Private Sector	F	14	89	532	66	980	40.60
	P	6	39	211	23		
Academia	F	-	14	21	8	48	1.99
	P	-	1	4	-		
Unemployed/Caregiver	F	-	4	16	1	49	2.03
	P	-	1	19	8		
TOTAL		70	365	1697	282	2414	100.00



NOTE: Total excludes 15 out of province members. Based on membership census updated to 2000 and extrapolated to entire membership as per Table 1.

Central

December gathering a success once again!

The GTA Sub-District held its Annual Get-Together early in December down on the Toronto waterfront. With over 150 people in attendance on a chilly night, the event raised \$900.00 for the Central District Scholarship Fund, and \$500.00 for the Anishnawbee Health Centre. Several younger members worked hard behind the bar and checking people in. They also deserve praise.

We would like to thank everyone in attendance and a special thank you to this year's sponsors (named in the previous issue).

Dave McKay

Mike Sullivan, MCIP, RPP is New Central District Representative

This is the first of a series of profiles on people active in the Central District or other districts in OPPI.

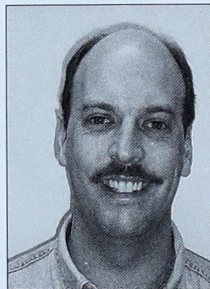
Mike graduated from Ryerson with a B.A.A. in Urban and Regional Planning and a B.A. in Geography from Brock University. He currently works with the Town of New Tecumseth near Alliston. Before that Mike was an accommodation planner with the Upper Grand District School Board in Guelph. He also worked as a consultant with Reid & Associates in Barrie. "I'm committed to helping OPPI implement its strategic plan," Mike told the Journal. "I believe the plan is in the best interests of the membership and planners overall."

New Urbanism Tour Reprise



The tour of Cornell and other New Urbanist developments last fall (see previous issue) was well photographed as well as well attended

New Tecumseth is a relatively new municipality created through amalgamation in 1991, bringing together three former jurisdictions. The main employer is Honda, although the area continues to enjoy a rural atmosphere. Housing prices are relatively low but the area's proximity to the GTA is a point of attraction. Projects on the go include a golf course expansion, retail, residential and a



Mike Sullivan

new industrial/commercial secondary plan. Mike's colleagues at New Tecumseth include Stephen Naylor and Steven Rivers.

This profile was contributed by Ron Watkin, MCIP, RPP

Southwest

Southwest District Forming a "PACT"

By Brenton Toderian

The Southwest District has been considering a "CAUSE-style" initiative for planners in the Southwest District for some time. The idea is to allow special groups of planners and related professionals to be assembled to study planning and design issues for a municipality in need of such services. CAUSE studies (Community Assist for Urban Study Effort) are volunteer charrette



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events organized by the Ontario Association of Architects to study design issues in communities that cannot afford such consulting services or which do not have the staff resources in-house. The OAA has a long waiting list of Ontario municipalities vying for such CAUSE studies. The program serves to raise the profile of architects while giving something back to the community.

In keeping with OPPI's strategic plan goals, the Southwest District is moving forward with a district-level initiative similar to that of CAUSE. Our new program, entitled the "PACT" initiative (Planners Action Team) will come into being this year. Unlike CAUSE studies, our events will combine policy, implementation and design for multifaceted urban or settlement area issues. Like CAUSE studies, we will eventually solicit proposals from municipalities to participate in the program. For the first year, however, a specific community and issue will be selected to "test run" the program.

OPPI Council has allocated funds to the Southwest District to start up this program in 2001. An outline of the program was presented to the Southwest District membership at our 2000 AGM in Ingersoll, and the response from membership and OPPI has been extremely positive. The Southwest District Executive is in the process of striking a PACT

Steering Committee to oversee organization of the program, and will eventually be extending an invitation to the Southwest District membership to participate in the inaugural PACT session.

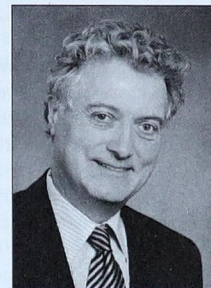
For further information regarding the PACT initiative, to provide your comments, or to volunteer to participate, please contact Southwest District Chair John Fleming, MCIP, RPP, City of London Planning Department, at 519-661-4980. Brenton Toderian, MCIP, RPP, is the past chair of OPPI's Southwest District, and in this capacity created and presented the initial structure of the PACT initiative. Until recently, he was an associate with MacNaughton Hermesen Britton Clarkson Planning Limited in Kitchener.

People

Nick Tunnacliffe Joins Peel

Nick Tunnacliffe, who until recently was Commissioner of Planning and Buildings for the Region of Ottawa-Carleton,

has been appointed as Commissioner of Planning for the Region of Peel. Among his many accomplishments in Ottawa, Nick directed the creation of the Region's official plan and led a major reorganization in the corporation. He promoted a commitment to cost-based decision-making to establish growth priorities in the Region and worked tirelessly to integrate transportation and land use planning. Nick is a past co-organizer of the annual OPPI conference in Ottawa and is immediate past chair of the Regional Planning Commissioners of Ontario. Chief Administrative Officer, Roger Maloney, said in a statement that he believes "Nick will be an excellent addition to Peel's Senior Management Team and that he will provide strong leadership and solid advice to Regional Council."



Nick Tunnacliffe

Chris Burke has left the Greater Toronto Services Board (GTSB) to rejoin the Province, this time in the Office for Urban

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Economic Development in the Ministry of Economic Development and Trade. Chris helped put the fledgling GTSB on its feet and was responsible for many of the policy positions and reports put out by the GTSB. Before going to the GTSB with colleague **Lynne Morrow**, Chris was a manager in the Metro Toronto Planning Department. Before that he worked in the Ministry of Municipal Affairs and Housing.

Victor Labreche, formerly of Planning & Engineering Initiatives Ltd., has joined McDonald's Restaurants of Canada Limited as Development Planning Manager. In his new position, Victor is responsible for overseeing all planning related approvals required by McDonald's in Ontario and the Maritime Provinces. These approvals relate to either new, re-build or relocation of restaurants. Victor will act as the "middle man" between McDonald's Real Estate representatives and the McDonald's Construction Project Managers. Victor can be reached at (416) 446-3431.

Sherri Hanley has joined Landmark Associates Limited of Peterborough as a special projects planner. Sherri, who has an M.A. in planning from the University of Waterloo, recently completed consulting projects for the Township of Russell and the Eco-Design Resource Group of Montreal.

Changes Galore In Kitchener

In the past year, the City of Kitchener Planning Division has seen more staff changes than in the previous 10 years. **Bin Newell** left his position as a senior planner, to take on the

role of Manager of Community Planning for Clarington. **Jeff Willmer**, Manager of Design and Development, left to join Planning & Engineering Initiatives Ltd. as a Senior Planner. **Larry Masseo** was promoted to Manager of Design and Development, while **Glen Richardson** was promoted to Senior Planner. **Tina Malone-Wright**, previously with the Town of Orangeville, joined Kitchener a Senior Planner. **Shayne Vipond**, a recent graduate from Queen's University obtaining a Master's in both Sociology and Urban Planning, joined the City as a planner. **Brandon Sloan**, previously a planner with the City of Mississauga's Community Services Department, joined the City as a planner. **Karen Gaesenbeek**, previously with the Town of Huntsville, joined the City as Planning Technician. Before these changes, **Brock Stanley** was promoted to the position of General Manager of Business and Planning for the City of Kitchener.

Brenton Toderian, MCIP RPP, is making a big move across the country to take a position with the City of Calgary Planning Department. Although in recent years Brenton has focused on inner city and downtown planning, he'll be switching gears to plan Calgary's explosive growth, as their new Chief Subdivision Planner. Brenton is excited about the challenge of implementing some of the groundbreaking community planning policy that has been produced by the City in recent years. Brenton leaves MHBC Planning in Kitchener after over eight years, and is grateful to the partners and planners there "for an absolutely wonderful experience."

Brenton also leaves a hole in the volunteer ranks of OPPI, having recently received a Member Service Award for his work on behalf of Southwest. He promises to continue to contribute to the Ontario Planning Journal, albeit from a different perspective. He can be reached in Calgary at 403-268-5305.

Mitchell Cohen has left Revenue Properties to join Equifund Corporation in Toronto. Equifund is a private real estate company dedicated to the acquisition, development and management of prestige income producing properties.

Contributing editors for People are Thomas C. Hardacre, MCIP, RPP,

(thardacre@peinitatives.on.ca) and Lorelei Jones, MCIP, RPP (lja@home.com.)

Thomas is with Planning and Engineering Initiatives in Kitchener. Lorelei is principal of her own firm, Lorelei Jones Associates.

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Editorial

OPPI's 15th Anniversary Year — An Important Milestone

By Glenn Miller

Many planners practicing today can probably recall conversations with elderly relatives born during the Industrial Revolution. As children, we marveled in the realization that someone *we knew* had lived in a house without indoor toilets. These same relatives had managed to survive in a world where an exchange of letters with Europe took months and travel across Canada took weeks. And it was only a generation ago that senior corporate executives were taking notes on how to work a dial telephone. Youngsters now express disbelief that families traveled long distances to visit the Canadian National Exhibition (and similar venues) to witness technological breakthroughs such as electric streetcars and toasters.

Planners entering the profession in 2001 may be similarly amazed to learn that the Ontario Professional Planners Institute hasn't always existed in its current form. Or that just 15 years ago, the Ontario Planning Journal was a tiny newsletter put together with scissors, scotch tape and Letraset. When OPPI was hatched,

the first administrators worked out of a cramped office above a store on Yonge Street. OPPI's first Registrar, Gerald Carrothers, was not only expert in organizing the needs of the fledgling institute but adept at stacking cardboard record boxes in order to find space for people to have meetings. We spent more to mail the Journal in 1986 than we did to produce it.

OPPI, and by extension, the planning profession, has grown and matured over the past 15 years. For planners beginning their careers today, the art and science of planning has never been more challenging or potentially rewarding. It is therefore fitting that OPPI is continuing to change, adjust, develop and grow — just like the world in which we try to make our contribution as planners.

Glenn R. 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.

Opinion

Consultation could have avoided a wrong number

By Harry James

Much of the work of planners concerns consultation with the public and other stakeholders involved in the planning process. Consultation may have begun as a statutory requirement but is now commonly recognized as an essential way to reach decisions that stand the test of time, good planning or whatever else is at stake.

A very important tool in any consultation exercise is the telephone, so it is ironic that North America's telecoms have missed the boat on something as basic as area codes — the telephonic equivalent of an address. As a result of unilateral decisions made by the telephone companies, city dwellers across the continent are now being required to dial 10 digits every time they use the phone, even for local calls. If someone in the telephone company bureaucracy had used their head, perhaps we could have ended up with solutions that are easier to accept. We are told — after the fact — that the huge demand for e-mail, cell phones and faxes has accelerated the rate at which additional codes are needed. Consultation might have generated some interesting alternatives.

All telephone switching is done by software, so why couldn't the telephone companies have assigned separate area codes for cell phones, e-mail or faxes? In days gone by, local calls within the geographic boundaries of telephone exchanges required only the last four digits to be dialed. So, as another alternative, why couldn't a local call in an area such as Toronto be programmed at source to add in the extra three digits automatically? In places such as London, where status is everything, people have gone to extraordinary extremes to avoid the "new" codes. So perhaps the same will happen here.

Telephone users in the Greater Toronto Area already suffer the frustration of dialing 905 numbers without being able to distinguish local calls from long distance requiring an extra digit. We'll get over it, the telephone companies tell us. Everyone else has. That doesn't explain why the decision was handed down without consultation. What is the point of having an agency like the Canadian Numbering Agency if something as critical as a telephone address can be changed without consultation?

Harry James is the pseudonym of a GTA-based planner.

Letters

Book reports strike a chord

I enjoyed reading the book report on "Public Policies and Private Troubles" in the November/December issue of The Journal and would like to obtain a copy of the book. Can you tell me where I might find a copy. Thanks.

*Judi Brouse
Director of Long Range Planning
District of Muskoka*

Robert Shipley replies: The full title of the book is "Homelessness: Public Policy and Private Troubles." You can find it at Chapters.ca. Shipping takes up to five weeks. Softcover costs \$45.00. Hardcover is \$135.00.

LETTERS TO THE EDITOR

Send your letters to the editor to:
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Environment

City of Toronto and TRCA Reach Agreement on Process

By John Michailidis

The City of Toronto and the Toronto and Region Conservation Authority have reached a three-year agreement to introduce consistent and efficient city-wide approaches to the approvals process, with full implementation expected early this year. The Authority has reached similar agreements with some of its other municipal partners.

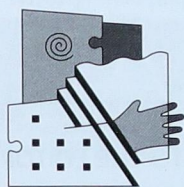
There are three main objectives. First, the agreement outlines when the City should circulate applications to the Authority for review and comment. The principal criterion is when the site of the application is identified on a screening map as "an area of Authority interest." These are typically natural features associated with the valley systems and waterfront, and designated Environmentally Significant Areas. The introduction of the screening map will save Authority staff a lot of time and effort, considering that in 1998 the City processed over 4500 applications, ranging from complex official plan amendments to seemingly straightforward requests for minor variances to zoning provisions.

Second, the agreement describes in general terms the type of services the Authority will provide the City in its review of applications. The Authority will provide information on natural features and functions, and based on its analysis, the Authority may ask for mea-



Photo: The Metropolitan Toronto and Region Conservation Authority

New process will help City of Toronto and Conservation Authority collaborate more efficiently



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asures to mitigate potential impacts on the natural environment. Because the Authority's comments are made "in the context of approved official plans and other municipal documents". This ensures the primacy of the City's planning authority and clarifies the Authority's role as a commenting agency.

Third, the agreement sets out a procedure for the City to collect fees on behalf of the Authority, although the City will not withhold the processing of an application if the fee is not submitted. Both organizations are taking steps to publicize the fee schedule and let

applicants know what to expect.

The agreement adds a level of clarity to the relationship between the City and the Authority and is one in a series of steps toward strengthening the quality of service provided to the public by both the City and the Authority. It opens the door

to the City for reaching other agreements with the Authority as with other essential partners in the city building process.

John Michailidis, MCIP, RPP, is a planner in the Policy and Research, City Planning Division of the City of

Toronto's Urban Development Services Department. He can be reached at Metro Hall, 397-4151, jmichai@city.toronto.on.ca. Visit the Toronto and Region Conservation Authority at www.trca.on.ca.

Law and Order

Meet the OMB's New Chair An Interview with David J. Johnson

By Stan Stein

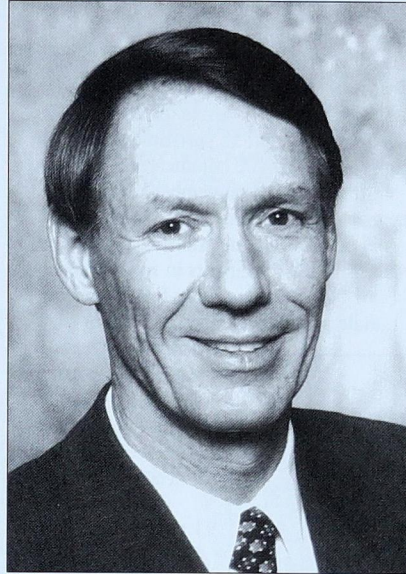
Can you tell us a bit about your personal background in municipal matters?

About 20 years of my career has been in municipal politics. I was mayor of East York for 10 years. In that capacity, I oversaw all functions of municipal council and was a member of its Planning, Development, Works, Finance and Recreation Committees. I was responsible for the overall administration of the municipal bureaucracy. During that same period, I was a member of the Metropolitan Toronto Council and served as its Deputy Chairman for several years.

What is your term of appointment?

I have been appointed to a three-year term.

As someone who has not been a Member of the Board in the past, you will obviously bring some



New OMB Chair, David Johnson

fresh perspectives to the Board. Do you have any personal philosophy on the role of the Board that you can share?

The paramount consideration for the Ontario Municipal Board, as it is for any adjudicative agency, is that it administers justice fairly and is seen to do so. At the same time, it must operate efficiently and with sensitivity. People who appear before the Board should come away from a proceeding with a belief that they have had a fair and complete hearing, that their concerns have been heard and understood by the Board. Finally, the Board should operate in an efficient and timely manner. The Board should be subject to performance standards designed to ensure that hearings are scheduled quickly, that hearings are conducted expeditiously and that decisions are rendered in a timely fashion. I believe that such efficiencies are not incompatible with the basic concepts of administrative fairness.

Do you see your appointment as representing any particular policy intent related to the role of the Board?

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No. In terms of its core mandate, the Board must operate, as you and your readers know, as an independent, adjudicative body and discharge the functions set out for it in the Ontario Municipal Act and the Planning Act. Its principal function is to review planning decisions and in doing so to have regard to the provincial interests spelled out in the Planning Act and other provincial policy statements. If the role of the Board is to change, I suggest it would be the provincial government's responsibility to initiate any fundamental changes in the Board's mandate.

As an administrative tribunal, various statutes govern the Board and its functions. The Board's decisions generally reflect the evidence and the Board's perception of the public interest related to the specific facts of the case. How do you see the role of the Board in the future?

The functions you describe are mandated by those statutes and the Ontario Municipal Board Act. Unless the Board's

responsibilities under those statutes are changed, and I am not aware of any proposals to change the Board's functions in the immediate future, they will remain the same.

How do you see your role as Chairman in relation to the statutory functions of the Board? For example, do you see your role as administrative, or are you planning to sit as part of the panel on motions or hearings?

I know some previous Chairs have focused on the administrative responsibilities of the Board, and those have been substantial. In fact, those responsibilities have increased in the past two years as a result of the Board's administrative merger with the Assessment Review Board. The Chair is now responsible for an additional 90 full-time staff, 55 part-time staff and approximately 100 adjudicators. I appreciate that sitting as a member of a hearing panel would help me understand what goes on in a hearing and the challenges faced by all participants in such a process. But I plan to concentrate first on getting a handle on the general operations of the

Board and then to see what opportunities there are for getting the first-hand experience of a hearing.

I understand the Board is now responsible to the Attorney General rather than the Minister of Municipal Affairs. What do these changes mean from a practical operating standpoint? Do you anticipate any changes to Board procedures or in the way that the Board has been conducting hearings?

As of November 1st, the Board began

to report to the Attorney General instead of the Minister of Municipal Affairs. But you have to understand that the reporting relationship deals exclusively with operational or administrative issues: how we spend our money, why we need more money or staff, who is going to support our information technology and so on. The adjudicative function of the Board remains the same. The status of the Board as an independent tribunal remains the same. The procedures before the Board have been modified somewhat. As you know, on September 30, the Board adopted new rules of procedure that largely consolidate the rules and practice directions under which the Board operated prior to these new rules. The motivation behind these revisions had nothing to do with the recent change in the Board's reporting relationship.

Do you have any personal objectives for the Board in the future or changes you would like to make in practice or procedure, or jurisdiction?

It would be inappropriate for me to talk about changes to the Board's jurisdiction. Those are political issues that have to be addressed by the government of the day and the people of the province. As for practices and procedures, the government has had commissions like the Guzzo Commission study the practices and procedures of all administrative tribunals in the province and make specific recommendations on how those practices and procedures could be made more transparent, more efficient, and more user friendly for the average citizen. I am happy to say that the Board with its new rules and procedures is in the forefront of these changes. I expect that we will be able to make further improvements and look forward to the challenge of doing so.

The Board is sometimes criticized by some council members or interest groups as not being representative of the people because it is not elected. What are your views?

The appointment process is not unique to the Board. Members of all agencies in the province and, of course, the courts of civil and criminal justice are appointed either by the provincial government or, in the case of the superior courts, the federal government. Individuals apply for these positions, much like an individual applying for a job. My understanding is that in

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their selection process governments strive to ensure that persons with relevant backgrounds and training sit on these agencies. In the case of the Board, our Members have diverse backgrounds: there are lawyers, planners, teachers, politicians and farmers. However, they all share an experience of the land use planning process in Ontario.

Do you think that the functions of the Board as an appellate tribunal on Official Plan and zoning matters will continue, or do you anticipate that the final approval will be turned back to the municipalities?

Again, you are asking about issues that are for our politicians at all levels of government and for the people of the province to decide. I am no longer in political office and it would be inappropriate for me to speculate on how these matters may be dealt with in the future.

What do you see ahead in terms of the Board expanding its role with further consolidations (such as the Assessment Review Board)?

The amalgamation of the OMB and the ARB is still ongoing. They are presently physically separate. At some point, we will be looking to bring their operations together. This can only mean a more efficient operation that benefits not only staff and Members who work for both boards but also the public that appear before the boards and the general public that pays for the boards.

Do you have any advice to [give] the members of the planning profession or the lawyers who appear at the Board?

Given my relatively short tenure, it would be presumptuous of me to offer any advice. In fact, at this point I would be appreciative of any helpful suggestions or comments from the professionals and ordi-

nary citizens who appear before the boards. Previous Chairs have periodically held formal and informal discussions with representatives of professional organizations or other groups on improvements to the Board's practices and procedures. I think such consultations are useful and certainly necessary if the Board is going to continue to improve in serving not only the professionals that appear before it, but the citizens of the province. I plan to maintain this dialogue.

Stan Stein is a partner in the law firm of Osler, Hoskin & Harcourt LLP and is a frequent contributor to the Ontario Planning Journal.

OPPI's Policy Development Committee is preparing a position paper on the OMB. Contact Loretta Ryan, MCIP, RPP, at the OPPI office at policy@ontarioplanners.on.ca for more information.

Urban Design

Design Charrettes Spice Up the Planning Process

By Alex Taranu

This article is based on the workshop organized by the Urban Design Workgroup at the OPPI Conference in Niagara, October 2000

About the Urban Design Work Group

Established in May 1999 under the auspices of the Ontario Planning Journal, the Urban Design Workgroup is working to promote the cause of physical planning urban design in the planning community. We have published a series of articles in the Ontario Planning Journal and taken part in various workshops, seminars and conferences. In February, the Group held a Roundtable on Urban Design in the Planning Process at the OPPI office. The 20 municipal and private practice planners and urban designers discussed various aspects of the relationship between the planning profession at large and urban design, including the role urban design

should play in the planning process. The participants expressed opinions about new planning tools promoting good design, and the future relationship between urban design and the planning profession.

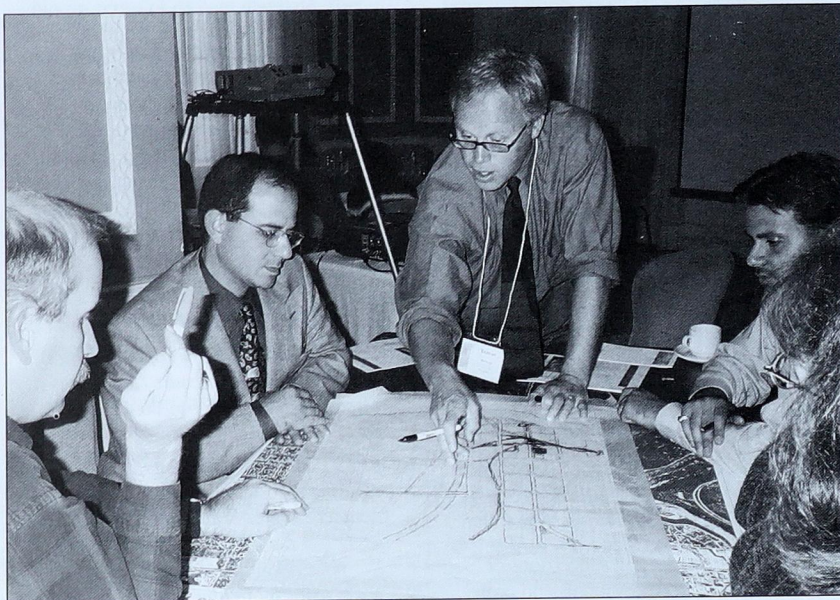
In July, there was another Roundtable, this time organized by the Ministry of Municipal Affairs & Housing. The theme was Urban Design and the proposed Development Permit System. Moiz Behar ably moderated the session. Our group had an important role in organizing the event and an active part during the discussions. But the major event of the year for the group was the workshop "Design Charrettes in the Planning Process," at the OPPI Conference in Niagara, in October 2000.

Participatory Design Events

In the last few years, different forms of "participatory



The author demonstrates an urban design concept



Workshop participants debate a design concept

design events" have become a common form of public participation. They can take the form of a one-day visioning exercise, a workshop held over several days, to a weeklong charrette. These events are opportunities to test planning policies, explore design alternatives, and facilitate communication between designers, planners, politicians and the public. Charrettes symbolize a new approach to Urban Design - open, participatory, multi-disciplinary.

Six members of the Group, Moiz Behar,

Dan Leeming, Anne McLroy, Trevor McIntyre, Alex Taranu and Sonny Tomic, organized this event. It began with a brief presentation on various types of participatory design events, current practices, some tips and advice about organization, illustrated with examples. The second part was dedicated to a case study. During the summer, the Group had explored with local planners a series of sites, and selected Downtown Niagara (Queen Street and the surrounding area). We chose this site for

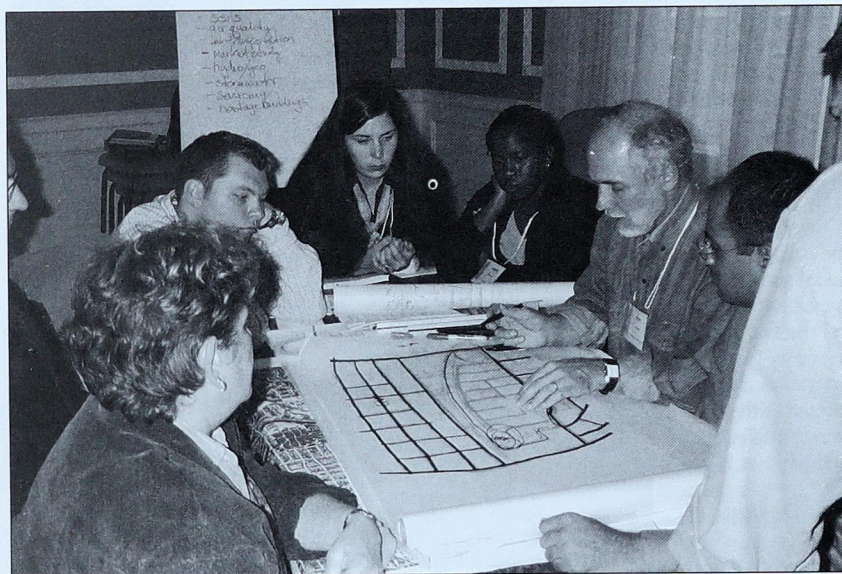
the complexity of the issues—urban regeneration, downtown revitalization and brownfield redevelopment. Alex Herlovitch, a planner with the City of Niagara Falls presented the history and current status of the site. Following this, Dan Leeming substituted the traditional site tour with a short but comprehensive slide presentation.

The 40 participants were organized into six groups to deal with six different issues: these included setting the design context, open spaces, revitalization and streetscapes, brownfield redevelopment opportunities around the rail tracks. Groups five and six focused on the North and South precincts of the Downtown. Trying to compress into two hours what would normally take at least one or two days, the participants proposed various solutions, sketched ideas, discussed alternatives and strategies for redevelopment of the area. It was astounding how many interesting ideas and concepts were brought forward in such a short time! The final 30 minutes were dedicated to the presentation of our findings, and long after the event was formally over, many participants were still debating site issues and exchanging opinions about using charrettes in various stages of the planning process.

The group resolved to hold a similar event, using the same format, at the next conference in Ottawa in July, "2001: Space Odyssey".

What did we learn?

The problems related to the site were complex, and many participants were surprised by the challenge of dealing with such issues in a very short period of time. It was difficult to understand the site without visiting it, and it took time to organize all the layers of information in order to build up a concept, most of the creative



Dan Leeming explains his approach

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ideas were developed in the last few minutes.

Our approach to expand the study beyond the boundaries of the main street encouraged the participants to set the problems of the area in the larger context of the city. The participants were able to experience this first hand a multidisciplinary approach to the area's problems and the advantage of dealing with them in a group environment. They also developed a better understanding of the importance of a design-based approach from the early stages of a project, as well as the need to balance design and policy, abstract concepts and physical solutions.

There was an understanding of the

advantage of this format with its concentration in time and space, of the synergy of ideas and concepts that it promotes, but also of the need for a proper preparation and organization. Students in the group were very interested in having this format as part of their academic training.

Many participants were reluctant to draw. There seems to be a lot of interest in the planning community for more training that would allow them to improve their visual communications skills. We are currently contemplating the possibility of organizing a workshop or a course on this subject.

Participatory design events are an integral part of the planning process. They

should become mandatory tools that involve various consultants, politicians and the public at large in the design process, making it transparent and participatory. This approach allows full participation, the possibility to reach consensus from the early stages of the development, and simplifies the approval process. We hope that events like this one will help to promote the importance of participatory design, and the use of the charrettes in the planning process.

Alexandru Taranu, MCIP, RPP, is an urban designer with IBI in Toronto and a founding member of the Urban Design Work Group. He can be reached by e-mail at ataranu@ibigroup.com.

Environmental Assessment

De-Mystifying the New Municipal Class Environmental Assessment (EA)

By Janet Amos

Planners and engineers have until April 4, 2001, to complete their transition to the new Municipal Class EA. The new Class EA consolidates the process and the

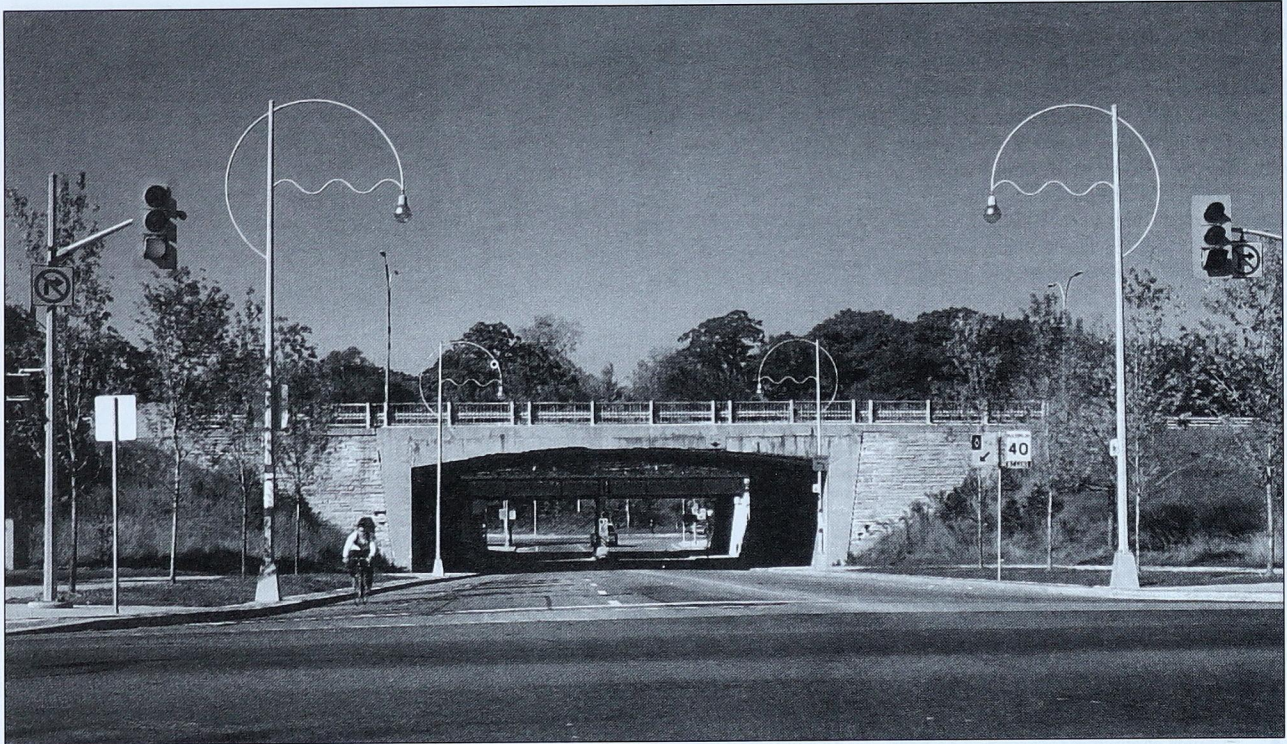
listings for all municipal projects which were formerly in two separate documents for municipal roads and water and wastewater projects. The Ministry of the

Environment approved the consolidated Municipal Engineers Association (MEA) Class EA for Municipal projects last October, so the clock is ticking. The new document is trim and much more thoughtfully organized than the previous volumes. It provides a greater range of choice for proponents in how they meet the Class EA

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New EA process promises integration with planning

requirements and articulates how the Class EA process can be integrated with existing planning tools.

For planners and developers, the key change is the re-think given to the Planning Act and its role in the new Class EA. Several revisions have been made to the project schedules. Developers and municipal proponents alike will note the complete demise of the term "Approved Development Plan." Since the introduction of the Municipal Class EAs in 1987, this term has loosely meant that some projects required for and planned as

part of subdivisions, site plans and community improvement plans were "approved" activities in light of the Class EA process. This tradition continues. The schedules permit all water and wastewater extensions, all stormwater facilities and all local roads required as a condition of approval for a subdivision or condominium plan, consent or site plan to proceed as "approved" activities.

Now, for the first time, the proponent may choose from three major approaches to meet the requirements of the approved Class EA process:

- a stand-alone project may follow traditional Class EA process;
- a group of projects may be planned by preparing a Master Plan; or,
- any project which is planned in fulfillment of the requirements of Section A.2.9 and is approved using the Planning Act.

The main use of the new Section A.2.9 will likely come from municipalities that are making planning and infrastructure decisions and want a more integrated strategy. For example, a new arterial is being planned as part of a secondary plan, an expansion to an existing water treatment plant is required as a result of a major urban expansion or new stormwater facilities are being sited in new industrial park. In all these cases the proponent may choose to meet the requirements set out in Section A.2.9 and process them via an application (for example, an official plan amendment) in accordance with the Planning Act. This would provide an alternative to the current dual process approach whereby Planning Act documents are prepared, reviewed and the public is consulted on them and a Class EA Study is completed on a parallel or subsequent track. The new integrated approach will reduce confusion for residents, save municipal public consultation costs, save



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time and provide a single appeal process for objectors. Fresh skills from both planning and infrastructure specialists will be required when using this new technique, to ensure the decision-making is linked.

Transition provisions apply to the changeover to the new Class EA and affect public works found in development plans. Initiatives begun under the old Class EA for all projects can continue provided that a notice of completion is issued by April 4, 2001. For projects started under the old Class EA, this will mean checking the new schedules for any changes and updating the notice provisions to meet the new Class EA. Projects relying on the old "Approved Development Plan" provision, may continue to use the old Class EA to the completion of the project if the Planning Act submission was made before October 4, 2000. In addition, the new provisions of section A.2.9 can be used only for plans with a Planning Act approval date after October 4, 2000.

To track the use of the Class EA document, the Ministry of the Environment has initiated a monitoring program for the MEA. Proponents are now required to submit a copy of each notice of completion for Environmental Study Reports, Project Files, Master Plans and planning documents showing the use of Section A.2.9. to the Ministry of the Environment. Please note the Ministry does not want, nor will it review the full documents. They are requesting only the notice to assess the use of the program.

The new Class EA repeats and reinforces the existing Class EA planning process reliant on Schedules A, B and C. This is positive news for those who have used the document in the past to plan projects. There should be no surprises here. The most noticeable change is the dropping of the colourful term "bump up." The new term is the more sterile "Part II order." The new term references the individual EA requirements spelled out in Part II of the EA Act. Should a "Part II order" be issued by the Minister, the proponent may be required to complete some or all of the provisions of Part II of the Act.

As part of the overall clean-up of the Class EA, the authors have enhanced the text with explanatory notes in the margin to guide the reader to the appropriate section. The Glossary of Terms is much improved. A tidy new flow chart is provided in the Class EA on a standard page size. The only major revision to the flow chart is the removal of the reference to land acquisition. This was done as a result of

Top Ten Quick Facts about the new Municipal Class EA. Approved by the Minister of the Environment on October 4, 2000.

- Proponents have until April 4, 2001, to comply with the new Class EA.
- One document for all road, water, wastewater and stormwater projects.
- Class EA planning process has not changed substantially since 1987.
- "Bump up" requests are now "Part II order" requests.
- Four potential approaches for Master planning are outlined.
- "Approved Development Plans" are gone.
- Infrastructure to be built for development is approved, as long as the projects are required as a condition of approval for a subdivision, condominiums, consent or site plan.
- Projects which receive approval under the Planning Act, the planning for which also fulfilled the provisions of Section A.2.9 of the Class EA, are approved activities. Such projects require no stand-alone Class EA study.
- Proponents must submit a copy of each notice of completion to the Ministry of the Environment to assist in tracking the use of the Class EA.

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changes to the EA Act in 1997. At the proponent's risk, land may be acquired at any time in the process.

Based on the extensive experience that municipalities like Halton Region have with Master Planning, this section has been beefed up to provide a selection of four sample Master Plan approaches and sample notices.

To order a copy of the Class EA, mail your request along with \$75 (\$50 for MEA members) plus GST plus a fee for shipping to: MEA, 530 Otto Road, Unit 2, Mississauga Ontario, L5T 2L5 or call them at 905-795-2555 for more details.

Janet Amos, MCIP, RPP, is a Principal Planner with the Planning & Public

Works Department, Halton Region. She was the leader of the task force on the integration of the Planning Act and the Class EA for the MEA/MOE Steering Committee who wrote the document. Janet plans to present a training workshop on the new Class EA at the Ottawa CIP/OPPI Conference in July. You can reach Janet at amosj@region.halton.on.ca.

Economic Development

New Tools Available for Business Retention and Expansion

By Harold Flaming

The Ontario Ministry of Agriculture, Food and Rural Affairs has been taking the lead in the development of the Business Retention and Expansion (BR+E) Program. BR+E is a community-based economic development tool that will allow communities to support the retention and growth of existing businesses. The Community BR+E Tool Kit will be available to communities by the end of January.

BR+E Ontario, the private-public sector partnership that was formed to develop the BR+E program, is hosting the Business Retention Expansion International (BREI) 2001 Annual Conference in Ottawa, Ontario - May 10-12, 2001. I am co-chairing this conference along with Robin Chisholm from South Carolina. We are honoured to be able to host the conference in that it is the first time BREI has held its annual conference outside of the U.S.

The OPPI membership has been made aware of the BR+E Program as a result of a presentation I made at an OPPI conference several years ago. There will also be an article in this magazine in the near future. See the Billboard for details.

Harold Flaming can be reached at 519-826-3278 or by e-mail at hflaming@omafra.gov.on.ca. Also visit www.gov.on.ca/omafra
Nicola Mitchinson is the contributing editor for Economic Development. She is the principal of Mitchinson Planning & Development Consultants in Barrie and chair of the Barrie Economic Development Advisory Committee. She can be reached at (705) 737-4463.

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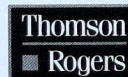


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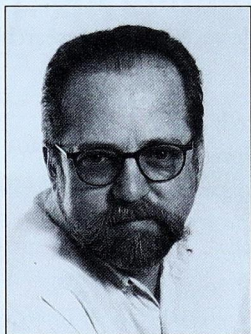
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Book Pix Returns

Much to Choose From For the Discerning Reader

Some of the books in this issue's librarian's suggestion list, such as *Achieving Sustainable Urban Form*, complement Cathie Macdonald's review of Charles Landry's new title, *The Creative City*.

These are reflective works that invite us to think and re-think our ideas about planning. Other offerings in the Book Pix are much more location-specific.



Robert Shipley

Montréal: the quest for a metropolis, *Unlocking Toronto's Port Lands* and *Toronto: considering self-government* grapple with local dilemmas in two of Canada's largest cities. For those with small scale interests there are books on landscaping, downtown development and big box stores. Hopefully something for everyone.

A note about our Book Pix, the titles featured are not necessarily ones we have on hand. If you are interested in reading and reviewing any of them, however, we will try to get them. A few of our readers have already asked about this and we are "on the case."

The Creative City, A Toolkit for Urban Innovators

Author: Charles Landry
 Date: 2000
 Publisher: Earthcan Publications Ltd., London, England
 Pages: 300
 Price: c \$40

Reviewed by Cathie Macdonald

This book has three primary aims: to provide readers with a more integrated and holistic approach to thinking about and analyzing cities, to offer a "mental toolkit" for this new mindset and to engender critical debate among decision-makers

to influence the policies, strategies and actions undertaken in cities. This is a tall order.

Landry outlines his approach based on the kind of creativity that can thrive when leaders and teams are open-minded and centred, when the capacity for focus is linked with lateral thinking and where practical and conceptual thinking are combined. He developed this new approach through a wealth of experience. He builds on his work with Comedia, an organization whose early work focused on fostering new, independent and mostly urban media. He draws as well on his study of successful cities with Sir Peter Hall, Bartlett Professor of Planning at University College in London, England. Landry also relies on his work as an advisor for the Creative Town

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Initiative of Huddersfield, a Yorkshire town of 130,000, which was chosen over 500 entries as a winner of a competition held by the European Union to find Europe's most innovative urban initiative.

The ideas in this book do not fit neatly into the way we tend to think of planning, as mainly land use and development control, with public consultation usually reflecting what people already know. Rather, the book takes on the task of describing new ways of thinking about planning the future of cities in the broadest sense and involving different

people and groups. Many practical examples from across the world provide illustrations.

The book first lists and describes the pre-conditions for a creative city, such as political will and leadership, human diversity and access to various talents, organizational culture, and fostering strong local identity. It then outlines an urban toolkit that includes techniques for increasing the number of ideas, creating new ideas and re-framing how existing ideas are seen, as well as describing ways to apply these techniques at the personal, community and city levels.

Finally it provides an "innovation index" to assess and sustain the creative processes, with a scale that goes beyond "best practices" to innovation, then to paradigm shifts in thinking.

How is this book, based primarily on British and European experience, relevant to planners in Ontario today? We face similar challenges. Our urban areas face increasingly complex and interrelated social, economic, cultural and environmental issues. These issues are often cross-organizational silos. We also have to deal with globalization and the

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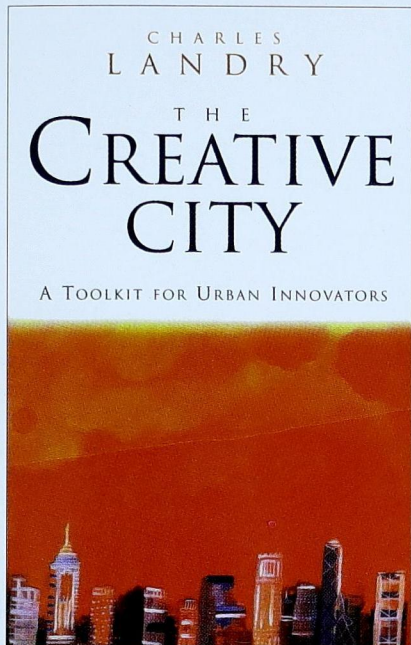
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challenges and opportunities of new technologies. This book provides tools to help us think in more broad, strategic and creative ways about these issues.

I found the book stimulating, practical and relevant and admire the way the author was able to structure a new framework for thinking about cities. There were so many pieces of information that a CD-ROM for-



mat may be more effective! This book is full of ideas that will be of interest to all those concerned with making cities work better for all who live in them: practising planners, teachers of planning, politicians and community activists.

Cathie Macdonald, MCIP, RPP was a planner with the former City of Toronto as well as a senior manager in the planning, buildings and property areas. She has been an advisor to the municipality of East London in South Africa and is now, among other things, Convenor of the Queen's Land Forum, a national networking organization for public real estate executives. She has always been interested in how cities work and innovative ways of achieving results, and is a frequent contributor to the Ontario Planning Journal.

Robert Shipley, MCIP, RPP, is contributing editor for In Print. He is also a consultant, and teaches at the University of Waterloo.

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BOOK PIX

Hometown advantage: how to defend your main street against chain stores and why it matters

Author: Stacy Mitchell
Publisher: Institute for Local Self Reliance
Date: 2000
Description: 101 p., appendices, ISBN: 0-917582-89-6

Impacts of large format retail development in the south district

Authors: Climans Group Inc.
Publisher: Climans Group Inc.
Date: 2000
Description: Var pag., tables, graphs, maps, appendices
Note: South district refers to the south district of Toronto

Issues 2000: challenges on the western urban landscape

Author: Casey Vander Ploeg, Glenn Blakett and Michael Bates
Publisher: Canada West Foundation
Date: 2000
Description: 20 p., tables, graphs:

Profession of city planning: changes, images, and challenges, 1950 - 2000

Editor: Lloyd Rodwin and Bishwapriya Sanyal
Publisher: New Brunswick, NJ: Center for Urban Policy Research
Date: 2000
Description: 456 p., index, bibl.

Unlocking Toronto's Port Lands: directions for the future

Author: City of Toronto, Urban Planning and Development Services
Publisher: City of Toronto.
Date: 1999
Description: 40 p., maps, photos, appendix

Montréal : the quest for a metropolis

Authors: Germain, Annick and Rose Damaris
Publisher: Chichester, England; New York: Wiley
Date: 2000.
Description 306 p., ISBN: 0471949078

Main street renewal: a handbook for citizens and public officials

Editor: Roger L. Kemp
Publisher: Jefferson, N.C.: McFarland
Date: c2000
Description: 427 p., ISBN: 078640812X

Toronto : considering self-government

Editors: Jane Jacobs and Mary W. Rowe
Publisher: Owen Sound, Ont.: Ginger Press
Date: 2000
Description: 96 p., ISBN: 0921773501



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Editors: Katie Williams, Elizabeth Burton
and M. (Michael) Jenks
Publisher: London; New York: E & FN Spun
Date: 2000
Description: 388 p., ISBN: 0419244506

Charter of the new urbanism
Editors: Michael Leccese and Kathleen
McCormick
Publisher: New York; London: McGraw-Hill
Date: 2000
Description: 194 p., ISBN: 0071355537

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analysis /Effet des droits
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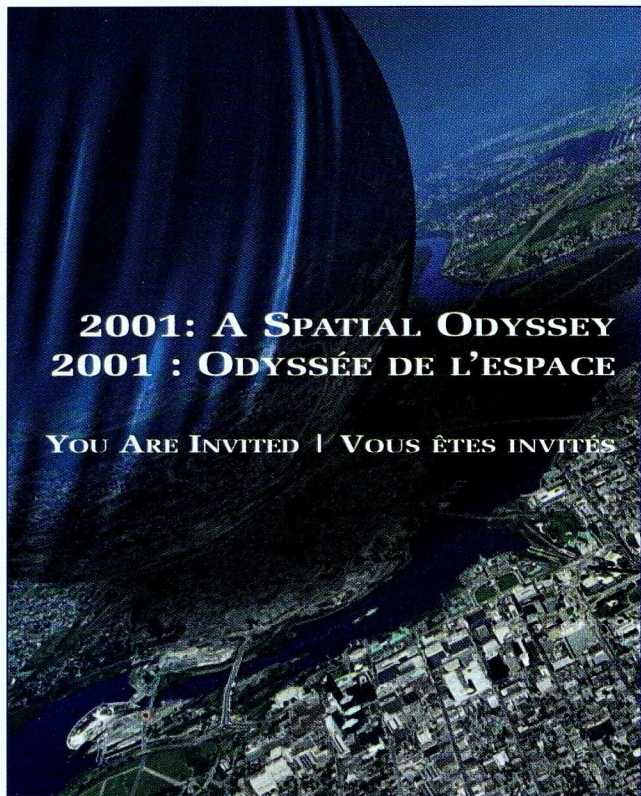
Author: Andrejs Skaburskis
Publisher: Ottawa: Canada Mortgage and
Housing Corporation
Date: 1999
Description: 47 pgs
ISBN: 0-660-17874-5

**Traffic sheds, rural highway
capacity, and growth management**
Author: Lane Kendig and Stephen Tocknell
Publisher: Chicago: American Planning
Association, Planning Advisory Service
Report # 485
Description: 24 pages, diagrams, tables,
maps

**Impact of urban form and travel
accessibility on private vehicle use
/Incidence de l'aménagement
urbain et de l'accessibilité du
transport sur l'utilisation de la
voiture particulière**

Author: Hunt Analytics Incorporated
Publisher: Ottawa: Canada Mortgage and
Housing Corporation
Description: 39 pages, tables, diagrams,
bibliography
ISBN: 0-660-17814-1

*Our Book Pix experts are Margaret
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loo.ca) of the University of Waterloo,
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