

ONTARIO PLANNING JOURNAL

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COMMUNICATIONS STRATEGY ESSENTIAL FOR PLANNERS

by John E.L. Farrow

"Planners don't get the recognition they deserve", is an often heard lament at any gathering of the profession.

In fact, most publicity associated with planners is negative and based on spasmodic complaints from developers, community groups and politicians who seek publicity for their positions. As this is the usual context in which most people hear about planners' activities, it is only logical for them to develop a

negative view.

A negative image is detrimental not only to the future of the profession but also inhibits the effectiveness of planning departments and individual professionals. Such an image make it harder to win dollars at budget time and means that when addressing or trying to persuade a public audience, planners start with a disadvantage. I, therefore, believe it should be the duty of every professional planner in

a responsible position to prepare and execute a program of communication concerning the interesting and positive aspects of their work.

Such an approach to publicizing the benefits of achievements by staff and themselves will mean that they stand a better chance of being heeded on important issues. In order to help those who recognize the need to stop "Hiding their light under the zoning by-law", I have

con't on page 2.



Property taxes should reflect cost of services. People with big lawns should pay more. See page 2

METRO'S TOP PLANNERS ON THE MOVE

Metro's new Deputy and heir apparent to John Bower is Barry Morrison, currently Etobicoke Commissioner of Planning. Don Baxter, who wore several commissioner hats at East York, takes on Economic Development, a newly formed Department in Metro.

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JOURNAL COPY DEADLINES

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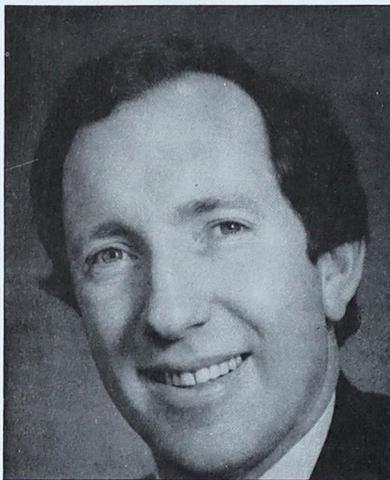
some very basic guidelines.

Develop A Strategy

Be clear about the objectives on what to communicate and have a simple plan to carry it out. Don't try and reach everyone in the community. Target the audience that is most important (for example, members of community groups, volunteer boards, businessmen or developers), then stay with the strategy long enough to have impact.

People First

People are interested in people. Communicate not what you have done but how it benefits individuals in the community. Illustrate benefits to groups with individual examples; these are much more newsworthy and more memorable.



John E.L. Farrow

One Chance For First Impressions

Get the message right the first time; next time no one might be listening.

Be First

It's an over-communicated society

out there, with most people receiving over 500 messages a day. To get peoples attention you need a new story. Planners are looking forward, identifying new ideas and researching new trends, therefore, they have lots of opportunity to be there first on many issues of public interest and concern.

Actions Speak Louder Than Words

By all means communicate opinions but remember telling people about actions you or your staff have taken is far more newsworthy especially when you explain the effect of these actions on individuals.

Be Clear

The media is not a place for subtle messages, these take too long to understand and don't get attention. Take the time to prepare a clear, simple, accurate message then deliver it effectively.

Involve All Senior Staff

Train them, provide appropriate guidelines, then use them to communicate. One person can't do justice to the activities of a whole department.

Repeat, Repeat, Repeat

You will tire of your message long before the public has even noticed it. Don't abandon a theme too quickly.

Above are some guidelines on what to do, and there are many books on how to use the media effectively for public relations.

Press releases for local newspapers, interviews on local radio and TV should become part of the effective manager's basic communication tools. An interesting spin-off from this activity for most managers is enhanced internal recognition. A role as an external leader reinforces internal leadership stature and makes most managers more effective.

OPINION

PROPERTY TAX REFORM - A DISSENTING VIEW

by Gary Stamm

The current rush to impose "market value" based property taxation is being lauded in many quarters, with the mistaken view that it represents a "fair and equitable" means of taxation. In fact, it isn't so!

SOME IMPORTANT CONCEPTS

Let me outline two fundamentals.

First, fairness in a taxation system can be defined by one of two principles. (a)The "benefit" principle which holds that the tax a person should pay should be in accordance with the benefit received. Your hydro bill is an example. The more you use, the more you pay. (b)The "ability-to-pay" principle holds that taxation should be relative to the ability of a taxpayer to bear the tax burden. Progressive income taxation is regarded as a legitimate method to pay for social assistance. Both principles can be applied, depending on the purpose of the tax.

First, Ontario's municipal taxation system is not based on either principle. It is a shell game based on doublespeak, imposing severe abuses on a public fed on disinformation.

Second, the taxpayer's true taxpaying resource is his wealth-creating ability, i.e., his income. All tax payments, whatever they are called, whether corporate taxes, sales taxes, ad valorem taxes, or poll taxes are in fact made out of income. The rest is a matter of how you calculate the taxes owing. Property taxes are actually taxes on income, calculated in a property-related manner. The real issue is whether the use of "market value" of property as an index for calculating this form of taxation from income is "fair".

To address this issue, let me ask some simple questions.

- Does a homeowning widow of 57, who puts out one bag of garbage a month, flushes only once a day, and who does not own a car benefit from municipal services to the same extent as a family of with three children and two cars occupying a home of identical

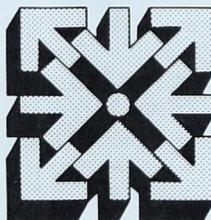
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- market value? Clearly not!
- Does a home valued at \$150,000 in a central older part of a city (like Cabbagetown), with a 16 foot frontage lot (no driveway), developed at a density of 14 to the acre, and occupied by 1.7 persons impose the same burden to the municipality as a suburban house of the same value on a 50 foot lot, developed at a density of 4.5 to the acre? Again the answer is no!
 - Should a disabled textile worker who had lived in his home for 30 years have to pay double or triple in municipal taxes because renovations and speculation of nearby properties have driven up the value of his old home? Fairness would demand a negative answer.
 - Is it fair to ask downtown residents who go five blocks on municipal transit and must pay the full fare, to subsidize through higher property taxes the suburban taxpayer who rides 50 blocks for the same fare and lives in a lesser valued but much larger home with better municipal services?

In principle, the idea that market value is a reasonable index of either "benefit" or "ability-to-pay" is wrong! Even after "reform", industry and business in the Ottawa area pay more than twice the property tax of businesses of identical market value in other municipalities.

How We Got Into This Mess

Anyone familiar with the inner workings of the Ontario municipal tax system recognizes that the present "reform" system is a "bastardized" set of inequitable half measures brought about by the provincial government.

It all began with the perceived need for municipal tax reform in the 1960's; moved on to the inept introduction of an ill-conceived program during the D'Arcy McKeough era; and subsequent changes by governments attempting to abort a disfigured baby already half born. For once it would be wise to throw out the baby, although perhaps we can make some use of the bathwater.

Solutions: A Way Out

It ought to be clear that a complete review aimed at achieving the principles of taxation which

define fairness should be begun. Here are some guidelines to think about:

- First, let's replace the vagaries of the fast changing market economy with an objective standard. Such as lot frontage, building size, actual building use, access or car registration by municipal address. Any of these could be used to create an objective "assessment" standard against which charges for municipal property-related services such as fire and police protection, and road services can be charged. The "benefit" principle would be respected.
- For variable and measurable services such as water, (and therefore sewer), and electricity, a metered billing is most appropriate. Let water hogs and people with big lawns pay for their hobbies and excesses. Let apartment people off the hook for the squandering habits of homeowners. The garbage collection tax could also be based on the water use rate because of the very closely correlated use rates.

The adoption of a "benefit" principle will upset those whose narrow view focuses only on the issue of income re-distribution in areas such as municipal housing involvement.

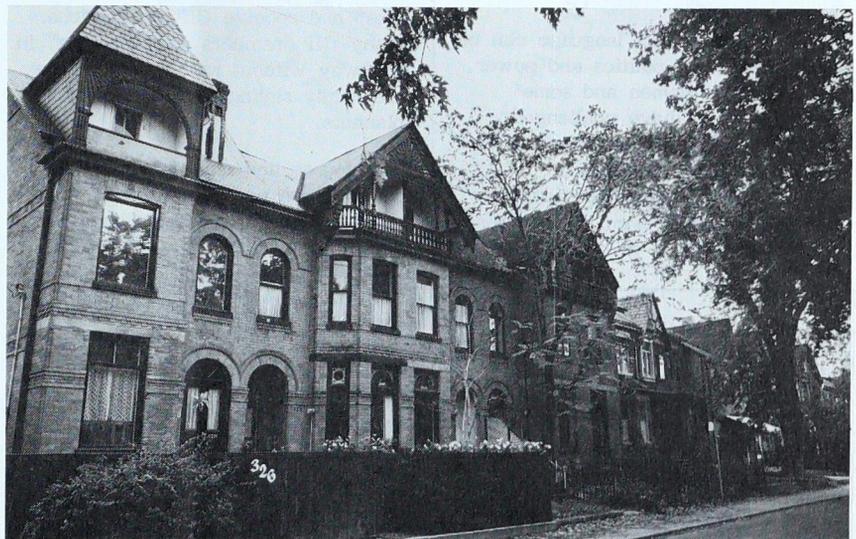
- The outstanding issue of municipal involvement in the culture and recreation needs to be reviewed. Let's divide the people-related activities into two categories:

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Social necessities program, and social non-necessities programs. The latter represents collective social expenditure without the consideration of income redistribution, and can be properly funded on a "benefit" basis using an objective standard of assessment, and;

- Those programs requiring an "income redistribution", such as education and family services (welfare) should not be financed through a tax based on property assessment, but rather one based on income. In this day and age of computers, with full information instantly accessible the funds can come from an income tax surcharge against household taxpayers with a given municipal address (it's on the tax return you know!). This can take into account the income standard of the taxpayer. A true redistribution can be accomplished. The non-residential sector of the economy can be similarly taxed, again with the full use of corporate income standard. The distribution of the corporation's assessment among municipalities can be used as a guide. The



Is it fair that high density housing subsidize suburban development?

federal government now collect the funds on behalf of the provinces. The system is relatively easily extended. (That would even allow for a more sensible method of applying "provincial standards" and redistribution, doing away with many of the

overly complicated grants systems which our bureaucracy has come to love.)

In my view, a clarified systems of municipal taxation which identifies the tax collected with the purposes of the expenditure is a fundamental requirement of a democratic system

which hopes to achieve both effective government service delivery and fiscal justice for its citizens.

Gary Stamm is principal of GM Stamm, Economic Research Associates, a Toronto-based consulting firm.

RESOURCES

OTHER KINDS OF PLANNING DESERVE RECOGNITION

by Tony Usher

This is the first column by Tony Usher, a consultant with considerable experience in Resource/Environmental planning.

"... perhaps (we) should face facts, leave the inappropriately named Canadian Institute of Planners to the zoning amendment drafters and the subdivision approvers, and concentrate on building bridges between all the professions concerned with managing and modifying human settlements and their setting."

Letter from Nigel Richardson, CIP Forum, October 1985.

This regular column on the resource and environmental side of planning will try to help build bridges, but inside OPPI. Future columns will deal with real Ontario issues. This month, I am writing about the unreal world within CIP/OPPI.

We will know that language can be an instrument of politics and power. For example, women and some minority groups have challenged words and phrases that reinforce their subordinate positions in society. Many terms are no longer acceptable today; even the National Museum of Man is to be renamed.

These changes have sometimes veered uncomfortably close to censorship, but they have also helped increase understanding of the issues behind seemingly innocuous words.

What does this have to do with OPPI? Nigel Richardson referred to the "inappropriately named" CIP. Resource and environmental planners fit entirely within the CIP/OPPI by-law definitions of planning, and do not have any other professional organization. Yet it seems that many of the "zoning amendment drafters and subdivision approvers" who have dominated CIP define planning differently. Planning is what they do. Planning is what planning school planners are taught. Those of us who do other kinds of planning, and who for the most part did not go to planning schools, are not really planners. We have even been described as interested citizens who could perhaps become "associates" and receive CIP publications. Many CIP members use "planning" in this way without realizing what they are really saying to nonmunicipal planners.

Resource and environmental planners are not a tiny fringe. My guess is that, in provincial agencies alone, at least 250 are eligible for

at least provisional OPPI membership. About 100 of these are in Natural Resources, but only two Natural Resources staff actually belong to OPPI! The picture is not much better elsewhere. This is not only due to the historic domination of CIP by an in-group. The examination requirement for non-planning school planners sends out negative signals. The agencies employing resource and environmental planners have never encouraged CIP membership or required eligibility.

The current OPPI leadership wants to move in the right direction. Although the key membership change in our new bylaw, a universal probationary membership and examination system would still favour planning school planners, it would nevertheless move towards equal, unified treatment for all, and turn a more welcoming face to those outside OPPI. However, this proposal is now on hold. Apparently many planning schools provide all the certification planners need. The inevitable corollary of this argument, even if unstated, is that other academic backgrounds are second rate, which in turn implies the narrow definition of planning that Nigel Richardson was objecting to.

Perhaps the planning school people should pause for a bit before they chuck out a reform which could really help OPPI grow and develop into an effective, province-wide association bringing all planners together. And perhaps all of us should think about what "planning" means the next time we talk or write about it. Male chauvinism is decidedly gauche - perhaps municipal planning chauvinism will be next!

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EDITORIAL

One of the best things about being involved with the Journal is my regular contact with Mary Campkin, OPPI's Executive Secretary. In itself, this is a pleasure, because Mary has a dry sense of humour and an unflappable air of competence. But another benefit of these conversations is that I hear first hand about many of the activities at OPPI.

The increased activity level ties in directly to what I believe are the two basic reasons for a professional organization to exist: communication and education. I find this new energy level both impressive and stimulating.

The energetic program committee has reportedly attracted a larger percentage of the membership to program events all over Ontario than ever before (this is not an audited statement!) New liaisons are being established with other professional groups and sub-committees tackling a whole range of issues are hard at work. News of all these activities will continue to find its way into the Journal.

The Journal is obviously an important medium for two-way communications. Judging from the healthy number of submissions from new contributors, this seems to be working. Paid advertising is also increasing - support from consulting firms is not only appreciated but essential in defraying the extra costs of putting out a larger, better looking product.

OPPI has also entered a new era by sponsoring professional development for the first time. The organizers of the joint event with Ryerson should be complemented on their initiative.

Although this hyper-activity could all be attributed to "new broom bravado", I think there are signs that the improvements are deep-rooted and substantial. Take the attitude of the current membership committee, for example. The narrow shackles of "only land use planners need apply" appear to be on their way out. I think that's a positive thing.

It's a sign of the times, and the timing is right.

Glenn Miller

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COMPETITIVE ENVIRONMENT DEMANDS DEVELOPMENT STRATEGY



Carolyn Kearns

Economic development is becoming an integral component of municipal management and growth. More than ever there is a need to adopt strategic and focussed plans to address today's competitive economic environment. Here is why, and what to look for.

by C. Kearns, M.J. Braide - CMP Barnard

WHY GET INVOLVED

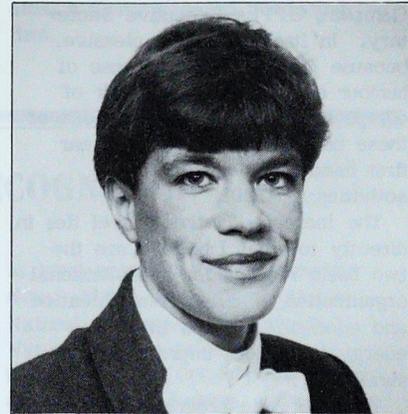
Most municipalities have embraced economic development in some form. Why does this make sense at the local level? A quick review of the past ten years shows three factors have made economic development a municipal mandate.

Changing Profile Of Industry

The decline of Ontario's primary industrial base, coupled with a dramatic increase in service sector employment, has shifted the focus of job creation in municipalities. No longer able to solely rely on the traditional strengths of their area, municipalities need to be "current and creative" in assessing their local comparative advantages.

Increased Competition

Look around you. How many municipalities are actively involved in economic development? Today,



Mary Jane Braide

over 100 Ontario municipalities give financial support to some form of economic development. A major increase, when compared to ten years ago. Industries interested in locating in Ontario are now faced with a multitude of slick and sophisticated proposals from

HANDBOOK ON COMMERCIAL PARKING

The Ministry of Municipal Affairs' handbook on **Commercial Parking** is now available. This handbook provides an overview of commercial

parking standards in Ontario, as well as a commentary on various related aspects, such as the municipal role in supply and financing, design

considerations, and future parking trends. The main purpose of this work is to enable municipal planners to more effectively estimate parking requirements for commercial developments. The focus is on stand-alone commercial uses and shopping centres. Although some attention has been paid to the problems of parking in the central business district (CBD), this matter is the subject of a follow-up study now underway.

The handbook is generously illustrated with charts and figures. It can be purchased from:

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municipalities all bidding to attract a new corporate citizen.

More Services To Be Paid For By Local Municipalities

Within the last ten years, we have witnessed a transfer of responsibilities from senior to local levels of government. Waste management, planning, transportation, housing and social services are all areas with unprecedented municipal involvement. The challenge of paying for these services is being met, in part, by economic development. New businesses bring increased assessment, which in turn, means a healthier tax base for the municipality.

QUESTIONS TO ASK

A surprising number of people get involved in economic development without assessing the facts about a community. To be successful, any economic development strategy must begin by answering several critical questions:

What is the existing economic base?

The often ignored starting point is a complete inventory of the resources currently available in the municipality. In addition to major employers and types of industries, it is important to look at related infrastructure, labour supply, demographics and all the variables which make up the economic foundations of a municipality.

Where are the gaps?

A thorough knowledge of employers in a municipality usually points to real opportunity. For example, existing businesses often go outside their area for inputs and services vital to their operations. Can these inputs and services be provided locally?

What are the trends?

Opportunities should be evaluated in the context of current and anticipated market trends. Developments in stable or declining industries may not be as successful



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as newer, faster growing businesses. Similarly, technological change or demand fluctuations can affect the future viability of a particular industry, despite its current good health.

How can opportunities be pursued?

Once target sectors have been identified, care must be taken to ensure that the appropriate approach is used in attracting potential investors. Too often, municipalities fail to recognize that a carefully organized, professional program is required in order to be successful.

PROCESS TO FOLLOW

Asking the right questions is the first task in the economic development process. The second involves establishing the mechanism to answer those questions. There are at least six steps which form the

basis of a goal-oriented economic development strategy.

Develop Goals and Objectives

What seems like a routine and straight forward exercise can bring out a variety of different opinions about the purpose, objectives and function of economic development. Agreement must be reached on this first step, or the strategy will fail

Con't on page 8

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to address true needs and concerns of all interested parties.

Assign Responsibilities

While a simple task on the surface, this can cause real problems if responsibilities are not clearly articulated at the outset. Elected officials, staff and key interest groups must all agree on roles and responsibilities early on to avoid duplication, complication, conflict and unnecessary confusion.

Involve Affected Groups

Economic development involves more than a few key players. Concerns for secrecy about prospective new companies coming to town should not jeopardize a broadly publicized economic development strategy. Success stories, such as

Waterloo and Halton, have ensured that everyone knows the municipality is 100% behind growth and development. The Chamber of Commerce, school groups, rate payer associations, various levels of government and businessmen, working domestically and abroad, are all key groups to be contacted and included in the economic development program.

Understand Strengths and Weaknesses

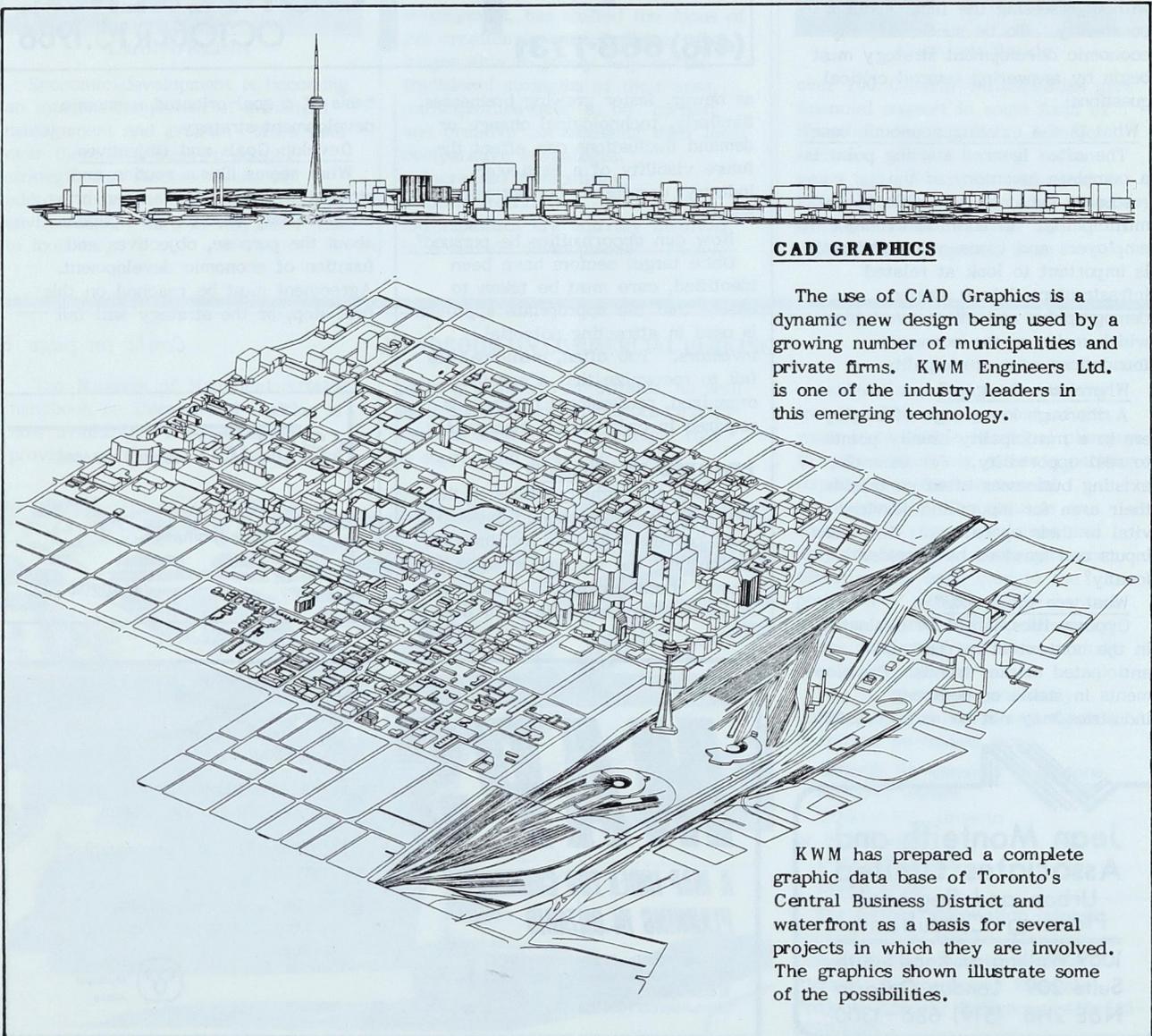
One of the failings of economic development strategies is the universally optimistic picture they paint about the range of opportunities available. While emphasizing strengths is important, being realistic about weaknesses is just as

valid a part of the process.

Location, accessibility and labour availability are all factors which must be looked at critically and translated into a realistic assessment of their attractiveness to potential companies.

Be Pro-active

Economic development plans often fall short of target marketing potential new businesses. Too often development officials wait for business to come to them. When it does, they find themselves unprepared, uninformed and out of the running. A better approach is to pro-act, rather than react, to specific opportunities. For example, municipalities can maintain inventor-



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KWM has prepared a complete graphic data base of Toronto's Central Business District and waterfront as a basis for several projects in which they are involved. The graphics shown illustrate some of the possibilities.

ies of vacant land and building space in the area; they can establish mailing lists that include local business people, as well as non-locals operating business in target sectors; they can operate familiarization tours, including government officials and private investors. Most importantly, they are always in a position to provide current, accurate and useful information to an investor or an agent who knocks on their door.

Implement and Evaluate Specific Initiatives

It is one thing to promote a municipality. It is another to be able to point to specific examples of success. Despite the large number of municipalities in the economic development business, relatively few have developed indicators to measure and monitor their success. Jobs created, assessment generated and spin-off benefits are all too often listed as being premature or confidential. The time, attention and money expended on economic development at the municipal level necessitates some method of monitoring to ensure that this effort is well spent.

It is surprising how simple economic development really is. Now that you know why to get involved, what questions to ask and the process to follow, you are halfway to an effective economic development strategy. The remainder of the journey requires a lot of hard work and dedication, as well as an openness to learn from the successes and the failures of other municipalities.

Look at it this way, there are two types of municipalities in Ontario; those that have an organized, effective and professional economic development strategy ... and those that need one.

Carolyn Kearns and Mary Jane Braide are members of the general management consulting firm CMP/-Barnard. As a vice-president, Carolyn has been involved in a broad range of economic development work for municipalities. Mary Jane is an associate who has worked on successful economic opportunity strategies for municipalities in southwestern and northern Ontario.

In the planning profession's membership debate, it has been argued and indeed assumed by many that a graduate planning program confers greater experience and competence on its students than an undergraduate program. This assumption is made at some risk since many graduate planning programs accept undergraduate degrees from a number of fields only remotely related to planning (sociology, political science, anthropology) as an entry to their planning programs. Years spent in those disciplines may produce greater maturity but not necessarily greater understanding of planning. It has also been observed that because of the structure of some graduate programs, masters planning students have often taken fewer legitimate planning courses and have had less studio or practical experience in their programs than those from undergraduate schools. Indeed, it is often reported by those in practice who hire newly minted planners that individuals from undergraduate programs were better able to step into a variety of practical planning situations because of their intensive four year immersion in planning courses and their extensive experience in studio situations. Those from graduate programs, which place a greater pedagogical emphasis on academic aspects of planning, tend not to be equally equipped for immediate practice and require some time to gain experience.

This seems to suggest that the distinction between the two levels of programs is somewhat muddy. If so, what is the real issue in the membership debate? In my opinion, the central issue is one raised by Judith de Neufville in 1983. That is, the way in which the peer review process acts to guide the profession. De Neufville suggested that in a profession like planning without a secure central theory of practice, peer review is the only means available to ensure that each planner shares a set of principles of competent practice and ethical behaviour. She argued that there are two methods for peer review; entry and control.¹ By control she

meant those methods by which peers monitor the performance of their fellow practitioners, review their conduct, and regulate practice by discipline or reward. She suggested that entry, on the other hand, was the devising of criteria and tests by which peers permit new planners to enter the profession.

This distinction is at the heart of the debate. It is observed that in professions where control is constantly and strongly exercised, principles of professional practice and ethics tend to be more closely shared. However, the Canadian Planning Profession cannot in any way be described as one that has relied on control. In the past, the lack of professional membership has not been a serious barrier to practice, nor have controls been commonly exerted on those who have failed to practice with reasonable competence or who have behaved in an unprofessional manner. In short, the control aspect in the profession has been weak.

To compensate, great emphasis has been placed on entry. The specification of years to be spent in practice before being eligible for membership is, as one discussant said, a way of preventing an individual with a planning degree from easily obtaining membership without sufficient experience. This thinking implicitly assumes that if entry requirements are made more demanding, deficiencies in control can be offset. It is this bias in favour of entry requirements that colours the present debate.

While the debate has focused on entry the ultimate resolution, it seems to me, lies in the development of meaningful controls. Planners have to continually identify the shared principles of practice and behaviour and use them to regulate the profession and planning school programs. Without attention to controls, continued changes to membership requirements is a way of avoiding the fundamental problem in the profession.

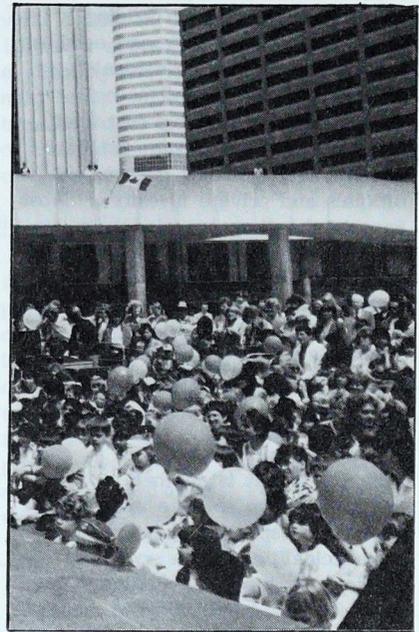
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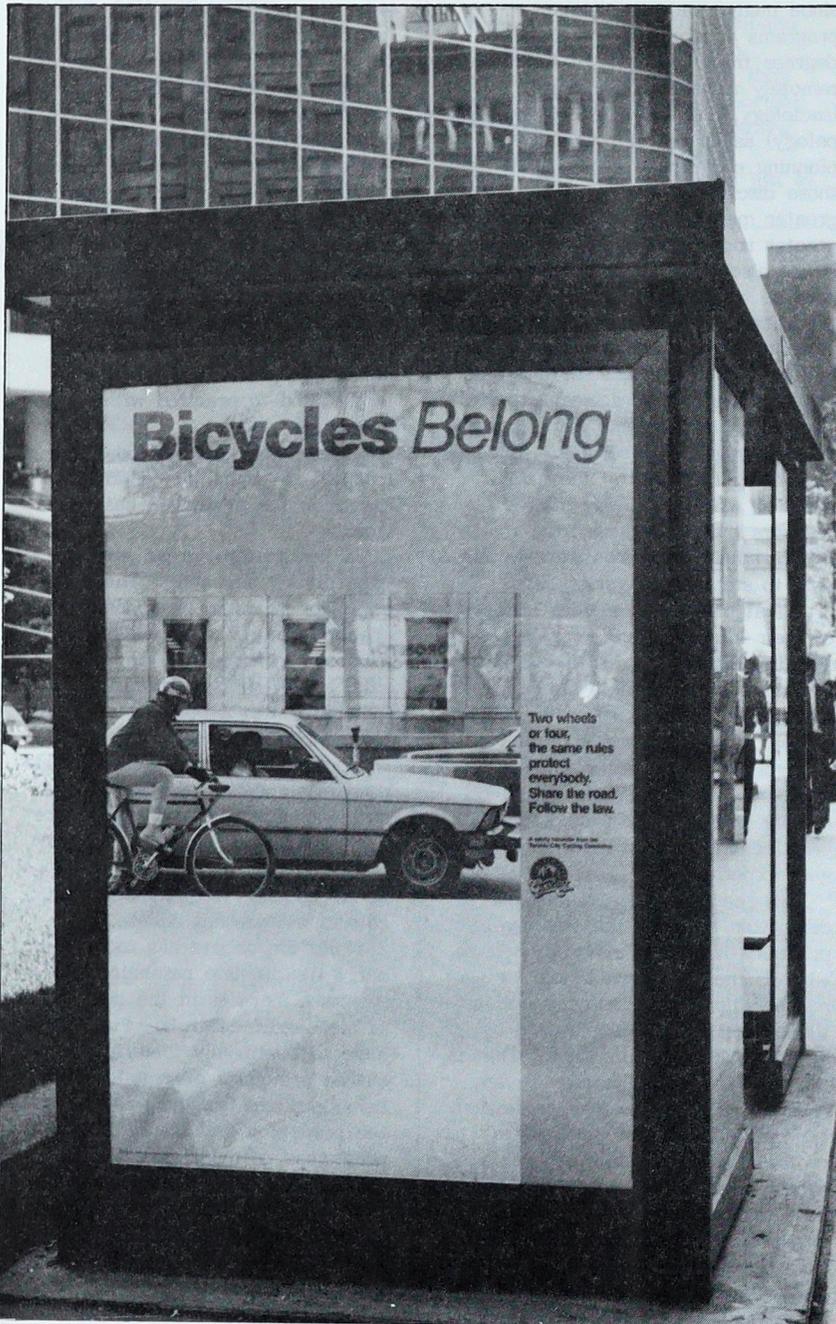
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WOMEN IN/AND PLANNING TO CONTINUE

Participants at the Women in/and Planning A.G.M., on April 2nd held a lengthy discussion of the future of the organization. There was strong support for us to continue and not to dissolve or merge with another organization.

Our new direction for the immediate future is:

1. To continue to meet, but less frequently with an emphasis on networking during the events, and
2. To have a small newsletter to keep us all in touch with:
 - news and views
 - people and profiles,
 - jobs,
 - events;

With any relevant information, contact the new executive:
 Jane Davidson, 481-2240;
 Mai Chang, 585-6240;
 Grace Strachan, 585-6245
 Anella Parker Martin, 965-5958
 Reggie Modlich, 690-6644 (h)

The first copy of the newsletter will be available in June while our first "event" will be in October.

IMPORTANT UPCOMING EVENT:

WOMEN PLAN TORONTO, which is sponsored by Women in/and Planning is holding a one day workshop, based on the exciting report generated by the many women's groups the project interviewed. The purpose of the workshop is to "develop action plans towards a Toronto which better meets the needs of women."

JUNE 14, 1986 - 10:00 A.M. TO 3:00 P.M., CITY HALL, TORONTO,

(daycare, a schooled childrens workshop, luncheon, wheelchair access, sign interpreters). A report will follow in the July/August issue of the Journal.

By Anella Parker Martin

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EXAMS -- SHOULD PLANNERS BE FORCED TO SWEAT IT OUT?

An article in the Winter edition of the APA Journal by Paul W. Rasmussen examined the thorny issue of exams for the certification of planners.

According to Rasmussen, "pit-in-the-stomach, sweaty-palm-inducing tests" for planners are necessary to satisfy criteria for assuring minimum standards in the three E's - Education, Experience and Examination. A benefit cited by Rasmussen is that exams establish a common denominator. Second, most professional occupations require them. Third, when introduced into a

mature organization, attention to all three elements suggests fairness to existing members.

In putting the case for an exam, Rasmussen acknowledges that a multiple choice exam is not necessarily fair to people uncomfortable with such a method. It could also influence growth in new membership in a negative way. Also, few known testing methods are capable of testing ability to synthesize or expression creativity. AICP was therefore urged to consider an essay exam as a way of testing basic knowledge and the ability to analyse, integrate and suggest alternative courses of action.

Contributed by William Addison

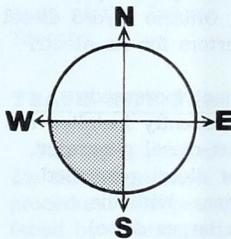


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FOODLANDS SEMINAR: WILL "ULTIMATE CONSUMER" BENEFIT?

OPPI's south-western division sponsored a seminar on the province's new Foodlands Guidelines in May. To debate the implications of the guidelines as they affect land use policy makers at the local level, a three person panel representing a wide spectrum of interests was assembled.

Chairing the meeting was Malcom McIntosh, a planner with the County of Wellington. Representing the Ministry of Agriculture and Food was Harold Flaming; speaking for local level planners was Wellington director, Gary Cousins. Harry Pelissano represented the Ontario Federation of Agriculture.

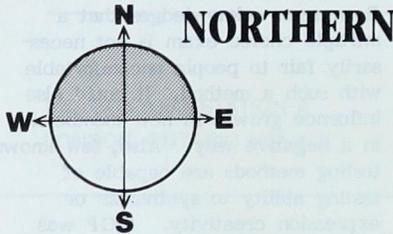
While there was consensus that

preservation of prime farmland is a necessity, disagreements surpassed regarding the most desirable ways of implementing general policy at the local level. The "ultimate consumer" of the policy - the farmer - could suffer unnecessarily, it was suggested.

The weakness of a policy unable to take into account economic and social considerations is highlighted in Wellington County, the audience learned. "Preservation at all costs" of classes 1-4 can disrupt and restrict the local balance of community development in a situation where a high percentage of local land is considered prime land.

Further criticism was directed at the provincial guideline for the annexation process. A 10 year horizon is completely inadequate, speakers felt. Concern was also voiced on behalf of the retiring farmer whose ability to sever a lot for a retirement home could be restricted under the proposals. Conflicts relating to mixing residences with farming have been exaggerated, it was suggested.

Contributed by Malcom McIntosh



ABOUT THUNDER BAY

Thunder Bay Community Planning and Development Division has a complement of 11 professional planners, organized into three sections.

Top priority at present is being given to preparation for an August OMB hearing. More than 300 residents have filed appeals to the City's new zoning by-law. Also at issue in Thunder Bay is heavy truck parking in residential areas. This is being studied by the policy section.

Contributed by Phillip Wong

END OF THE LINE FOR COMPANY TOWN

Adapted From C.P. Article 86/04/11

CREIGHTON, Ontario - By June, 1988, 82-year old Alfred Brblin and the other 400 odd residents of Creighton will be gone. So will the town.

Inco Ltd., the Nickel mining giant that owns the 80-year old townsite and most of the houses in it, has given residents two years to relocate.

The 76 families (of the town's 122 families) who rent company houses were told they can have the structures if they move them. The 46 who own homes on company land were told they will get what Inco considers fair market value.

Inco says it spent \$725,000 last year to maintain the community, where houses rent for about \$200 a month, about one-third of the going rate for comparable homes in Sudbury, 25 km north-east.

For Inco to sell the property, Creighton's gravel roads and its sewage and water systems would have to be brought up to standards set by the Regional Municipality. That would cost about \$10 million - or \$83,000 a house. It's cheaper for the company to abandon the town.

The houses will be razed, as will

the other structures left in town - a church, a post office, a store and a booth-and stool restaurant. The debris will be carted away. The only man-made structure that will remain at Creighton Mine is Inco's No.9 shaft - at 2,192 metres among the deepest in this hemisphere. It employs about 625 miners, most of whom commute to and from Sudbury and neighbouring towns - which is why Creighton has become redundant.

Nickel was first discovered in the area in the 1850's. The first ore was shipped out at the turn of the century.

Adapted by Jeff Celantano

WASTE HEAT WARMS NORTHERN ONTARIO HOSPITAL

Adapted from a special supplement from the North Bay Nugget - 86/01/23

ATTAWAPISKAT, Ontario - Located approximately 225 kilometres north-west of Moosonee is the remote James Bay community of Attawapiskat. Like many other remote communities, Attawapiskat (pop. 1,200) relies on Ontario Hydro diesel - powered generators for its electricity supply.

In order to meet increased demand, Hydro recently installed a new 330-kilowatt diesel generator. A by-product of diesel generated electricity is heat. With the installation of a larger diesel generator and the concurrent construction of the community hospital next door, community officials saw an excellent opportunity to recover and use "reject" heat. A relatively simple and maintenance - free system was installed that supplies 70-80% of the annual space heating and hot water requirements of the new hospital.

In 1985, the system but fuel bills by \$18,000. Ontario Hydro is selling the heat to the hospital and, according to Jim McEachran, Consumer Service Supervisor, the heat recovery equipment should pay for itself in five years. Because application of this technology has been so successful in Attawapiskat, a similar system is being designed for Fort Albany.

Adapted by Jeff Celantano

MINISTRY OF NORTHERN DEVELOPMENT PLAYS KEY ROLE IN AREA'S FUTURE

By Dale Ashbee

Since its inception in 1977 as the Ministry of Northern Affairs, the current Ministry of Northern Development and Mines has impacted in many ways on the lives of Northerners and the Northern Landscape. With the only mandate in the Provincial Government to cover a geographic area, MNDM has been handed the responsibility for ensuring a strong future for Northern Ontario.

Although small in staff and budget compared to most "delivery" ministries, the Ministry's involvement in Highway Construction, Airport Development, Mineral Identification, Sewer and Water Upgrading and Economic Development continually impact on the character and physical development in Northern Ontario. While areas of specific control are not apparent within the Ministry's legislation, its impacts are clearly evident whether through its role as an advocate; i.e. Crown Residential Lot Dispositions, or as a direct funder; i.e. in waterfront studies and development.

As the designated "lead" ministry in Boom/Bust situations, MNDM also plays a significant role in determining adequate patterns of growth or depopulation depending on the situation. In most cases, MNDM works in close liaison with line ministries which have specific delivery and control functions acting often as an overall Provincial coordinator - a position not always easily assumed by line ministries.

Although not easily identified as a "planning" ministry in any traditional sense of the word, there can be no doubt of the significant impact the Ministry has on the Northern Landscape.

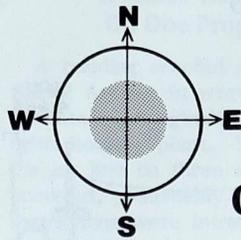


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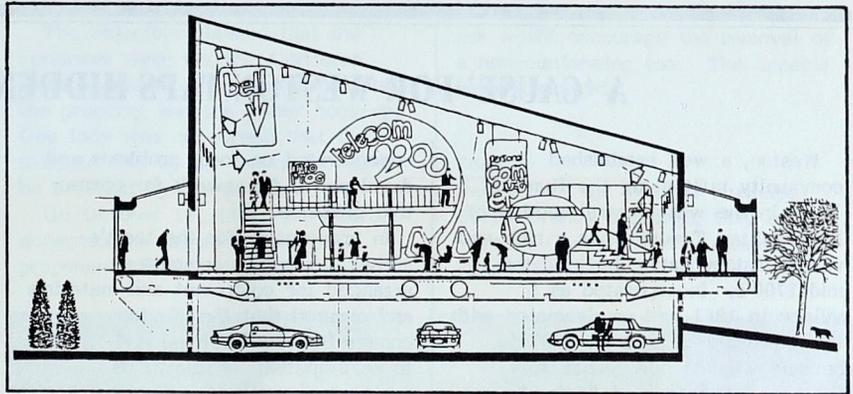
CONDO CONVERSION CANUNDRUM

A packed auditorium witnessed a first class debate on the difficult issue of condo conversion. Keeping the debate focussed exclusively on conversions proved difficult, as many in the audience felt that rent controls were part of the problem. Would Cadillac Fairview have decided to get out of the housing business if rent controls had never existed? Alderman Martin, sitting on the far left of the podium, criticized the extensive resources devoted to persuading people conversion is okay.

What are the spatial implications for concentrations of tenure type, he asked. David Jacks, a lawyer representing the High Park Tenants Association, felt that the power over conversions is a mixed blessing for municipalities. Vykki Filzer, a planner with Toronto's Housing Department said that 1,500 rental units are lost annually to conversion.

CHEAP FRILLS

The newly appointed buyer of a national lingerie chain was puzzled by assortments for two of the company's stores which specified an unusual selected of erotic and decidedly eccentric underwear and garter belts. Because these two stores - in Bramalea and Scarborough - were among her most profitable, the buyer was keen to find an explanation. Her initial assumption - that suburban matrons had unusual taste in lingerie - proved false: a subsequent field trip provided the answer. Both stores are surrounded by numerous strip joints and we patronized by table-top dancers in search of suitable costumes. Caveat vendor!



Toronto Architect Wins Design Competition

Mathers and Haldenby Inc., one of Ontario's longest established architectural firms, recently won a design competition for the Teleglobe Telecommunications Discovery Centre, to be built in Brantford.

NONSUCH DROPS ANKER

Markborough Properties and Peter Anker have parted company, it has been announced. The real estate arm of Hudson Bay, whose emblem is the redoubtable "Nonsuch" sailing vessel, also announced a massive mixed use development to be located south of the Eaton's Centre, in Toronto.

TRASH WITH FLASH

The April program meeting took the lid off garbage, revealing the procedural and practical problems faced by a corporation required to deal tastefully with waste. Officials from OWMC, including Gary Willson, the Journal's new central area editor, showed how a professional approach can get results.

COMMUNICATION, NEGOTIATION, MARKETING

The first in a series of workshops hosted jointly by OPPI and Ryerson took place May 1st and 2nd at Oakham House. The Professional Development Committee of OPPI showed great initiative by collaborating with the staff of Ryerson's Continuing Education Program.

Three essential tools of the trade were explored. Sheila O'Neill (Communications) and Guy Garvin (Business) lead a session on Communication. The use of modern

presentation equipment and visual materials to strengthen presentation skills was highlighted.

Larry Sherman (Chairman, Ryerson Planning) and Beate Bowron (City of Toronto) lead the workshop on Negotiation. The skills developed in this workshop concentrated on sharpening negotiating skills through scoreable exercises on topics ranging from Property Acquisition, Development, Social Service Programming, to the Siting of Contentious Facilities.

The third workshop, addressed the fundamentals of marketing as applied to the improvement of professional services in a municipal government context, lead by Barbara Orser (Sales Promotion Consultant).

The workshop was well attended and participants were enthusiastic about the quality of the presentations. The Professional Development Committee is to be congratulated for their initiative.

Patrick Marshall

HARBOUR COMMISSION

A lunch session at Toronto's Harbour Commission was held in April. Representatives from Magna outlined proposals for development on the waterfront and other locations.



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A 'CAUSE' FOR WESTON TAPS HIDDEN RESOURCES

Weston, a well established community built along the Humber River in the west central section of Metropolitan Toronto, has a rich and varied history dating back to the mid-1700's. Incorporated as a village in 1881 and amalgamated with the Township of York in 1867 to become what is now municipally known as The City of York, the Weston area has succeeded in retaining its own distinct characteristics, historically, physically, socially and demographically.

However, in recent years, loss of formal municipal identity and Metro's expansion around Weston have created problems and compounded existing weaknesses. As a result, local residents and businessmen questioned the viability of Weston's "sense of community".

CAUSE

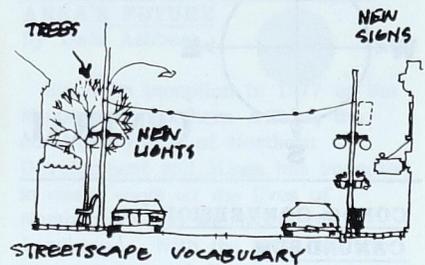
Community Assist for an Urban Study Effort (CAUSE) is a program developed by the Ontario Association of Architects (OAA) with the aim of identifying ways for communities to cope with urban problems and to take advantage of untapped resources. Looking for advice and recommendations to enable them to build upon Weston's special qualities and assets, the Weston Town Centre Business Improvement Area invited CAUSE to the community in June 1985, and a team comprised of members of the OAA and students in related disciplines visited Weston in October, 1985. Working over a five day "weekend", the CAUSE team

concentrated on local problems and developed a framework for corrective guidance.

In preparation for the team's arrival a steering committee arranged for equipment and materials and ensured that the Weston community was informed and willing to participate. Those of us involved were acutely aware that failure to equip the study team thoroughly or to inform the community adequately would result in a report of little use to anyone.

The committee concerned itself with everything from hotel rooms, restaurants, and car rentals to chalkboards, word processors and film. Municipal staff helped to arrange for a Work Centre, supplied drafting tables, and slide projectors, and collected reports, studies, maps and city ordinances for reference use by the team. To inform the community about CAUSE and to encourage deputations to the team, City staff helped to design a poster and flyer/questionnaire and issued press releases.

The success of the CAUSE study relies on the involvement of citizens to identify the issues and aspirations of the community. Public meetings, dialogue and interaction with residents and community based organizations, and sessions with elected officials, public representatives, sponsors, and community spokesman heightened public participation and created a framework for the study team to work within. Thoughts and ideas grew



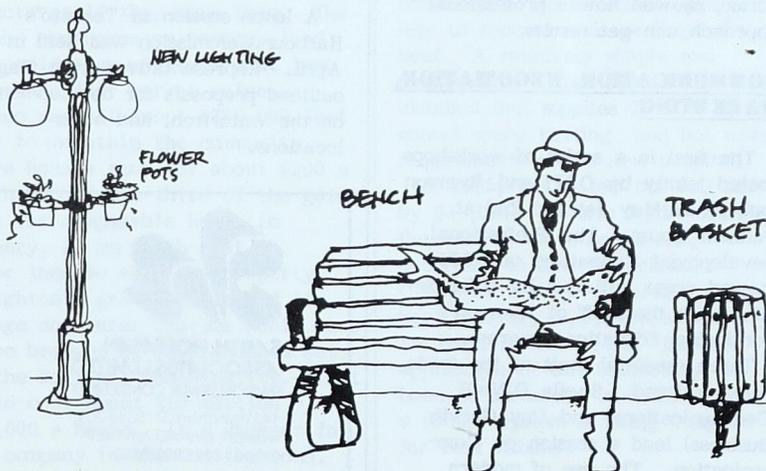
out of this background, and opportunities were identified and developed. It was a unique process which merged aspects of a planning study with a condensed public participation process.

The community/municipal venture was not without problems. On several occasions, there were miscues and breakdowns in communication between the community, municipal staff, and the study team. Also the study was in competition for media coverage and public attention with the Ontario municipal elections scheduled for early November. Better timing might have resulted in greater public awareness of the process.

CAUSE is intended to be a facilitator, generating interest, suggestions, and new alternatives, and the Weston CAUSE study did just that. There were many sound and practical recommendations with the outcome identifying latent community assets. The exercise also helped to forge better ties between Weston's local businessmen, the residents and the municipality.

The experience, although exhausting, was worthwhile for all participants, probably because it was a concentrated community effort largely dependant on the energy and spontaneity of those involved. However, the CAUSE effort does not end when the team leaves the community. the team rekindled pride and interest in Weston and reaffirmed its viability as a community. The community's ability to meet the challenges proposed by the team remains to be seen.

John Cappelletti, Barbara J. Hume-Wright and Lou Moretto (Planner) all work for the City of York.

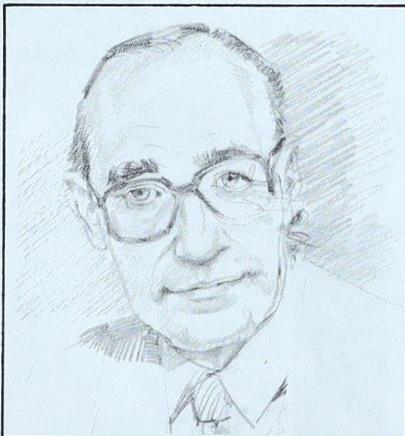


II Minor Variances On One Property

A building erected in 1947 on Euclid Avenue in west-central Toronto was originally used as a soft drink bottling plant. It was built to the lot line on three sides. This occurred, presumably, before zoning restrictions were introduced in this residential neighbourhood. A secondary street access was provided by two rights-of-way of less than 3 metres wide toward Manning Avenue.

The use changed to manufacturing and then to warehousing and eventually to part warehousing and part residential. In 1983, the portion of the property fronting on Euclid Avenue was severed from the remainder, leaving it with no other access than from the two rights-of-way. Two years later an application was submitted to permit the conversion of the building to six condominium residential units. This was in conformity with the residential designation in the official plan and with the use provisions of the zoning by-law. However, eleven minor variances were needed.

The variances were granted by the committee of adjustment but several neighbours appealed. At the Board hearing, the variances were supported by the city and by twenty one residents who filed letters of support. The variances were described as technical in nature and minor. The intended change to residential was deemed to be beneficial to the area. Evidence was given demonstrating the adequacy of on-street parking in the area.



Pierre Beeckmans

The objectors claimed that the variances were major. Concerns were expressed about the access to the property and the water hook-up. One lady was concerned that the satellite dish in her backyard might be affected by the proposal.

On October 16, 1985, the Board accepted the arguments of the proponents, noting that the varian-

ces would encourage the removal of a non-conforming use. The appeals were dismissed.

Source:

Decision of the Ontario Municipal Board Branby Holdings, City of Toronto Committee of Adjustment, Files V850114 and V850184



UDI recently presented awards for development in five categories. Popular winner of the 'Commercial Development' award was Equity's 'The Consilium'.

SPOTLIGHT ON COMMITTEE OF ADJUSTMENT

by A. Grant Lee

There are few publicly appointed committees who have the power to quietly but significantly change neighbourhoods, community services, businesses and employment, levels of health and safety, municipal expenditures, social and cultural relationships and indeed the very lives of ordinary people. The Committee of Adjustment is such a body.

Examples of how the Committee can be helpful are numerous. People applying for, or reapplying for mortgages, may discover through surveys that their house or garage was built too close to the property line by a fraction of an inch according to the standards of the Zoning By-law. Without relief granted by Committee of Adjust-

ment, mortgage affect agreements of sale and purchase of property, with potentially devastating results to both vendors and purchasers.

Owners of homes built without garages often apply for building permits for carports, only to find that a variance is required on the distance to neighbouring properties. Eventually, based on precedent, many homes on the street will receive approval for carports. When built, they may add to the storm-water runoff to streets and storm sewers, cause an overall amendment to the Zoning By-law, change the appearance of the streetscape and affect property values if they are ever closed in or converted to storage spaces. Fire and other hazards may result if the enclosures

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Increases in population density can occur by permitting the division of older homes into more living quarters. Often forgotten is the cumulative effect which can eventually increase discharges into local sanitary sewers, increase street traffic, parking requirements and pedestrian movement and even increase the tax burden.

The Committee can create unofficial apartments by allowing "granny flats" conversion of attached garages to sleeping quarters, or allowing second floor additions to one-storey homes. Eventually local street improvements are required as the once low-density residential neighbourhoods evolve to higher density multi-family residential neighbourhoods, thanks to Committee of Adjustment decisions over a protracted period.

The permissions to build on smaller lots than originally planned sometimes results in the removal of mature trees or changes in topography. But Committees can also effect improvements to natural



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environments through their conditions placed on approvals of applications by commercial businesses and industry which are planning redevelopment.

Sometimes Committees must refuse applications by local business to change existing uses because the Committee may see the request as a Zoning By-law Amendment beyond its jurisdiction. Such decisions can negatively affect an entrepreneur's plans, or perhaps close an existing local business, creating unemployment which can cause a political backlash.

Committee of Adjustment decisions do change the nature of our neighbourhoods and community. If this is done with a sensitive awareness of present and future ramifications, the Committee is

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doing its job. But, on the other hand, a Committee which is insensitive to the wide-ranging effects of its decisions, could have a profoundly negative impact on the community it serves.

Grant Lee is a land development planner and marketing co-ordinator with The Proctor & Redfern Group, consulting engineers and planners. He served with the Halton Hills Committee of Adjustment for four years and was chairman in 1984.

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