

# ONTARIO Planning JOURNAL

JANUARY/FEBRUARY 2009, VOL. 24, NO. 1

## DESIGNING THE FUTURE

What can be achieved by developing  
greenfield land differently in the future?

A new Neptis report explores  
the possibilities *Page 3*

***Also in this issue:***

Sustainable Design Guidelines  
Letter from China  
Designing for the Grey Tsunami  
Ontario Heritage Planners Network

## ONTARIO PLANNING JOURNAL

Volume 24, Issue No. 1, 2009

**ONTARIO PROFESSIONAL PLANNERS INSTITUTE**  
The Ontario Affiliate of the  
Canadian Institute of Planners

**INSTITUT DES PLANIFICATEURS  
PROFESSIONNELS  
DE L'ONTARIO**  
L'Association affiliée ontarienne  
de l'Institut canadien des urbanistes



**ONTARIO PLANNERS:**

VISION · LEADERSHIP · GREAT COMMUNITIES

### Editor

Glenn Miller, FCIP, RPP

### Deputy Editor

Philippa Campsie

### Photographic Editor

Michael Manett, MCIP, RPP

### Contributing Editors

*Communication*, Philippa Campsie

*Climate Change*, Beate Bowron, FCIP, RPP

*Environment*, Steve Rowe, MCIP, RPP

*Heritage*, Michael Seaman, MCIP, RPP

*In Print*, David Aston, MCIP, RPP

*Legislative News*, Noel Bates

*Management*, John Farrow, MCIP, RPP

*The OMB*, Peter Nikolakakos

*Planning Futures*, Paul Bedford, FCIP, RPP

*Provincial News*, Marcia Wallace, MCIP, RPP

*Urban Design*, Anne McIlroy, MCIP, RPP,

and Alex Taranu, MCIP, RPP

*Transportation*, Dennis Kar, MCIP, RPP

*Sustainability*, Carla Guerrero, MCIP, RPP

### District Editors

Nancy Farrer, MCIP, RPP, *Lakeland*  
nfarrer@collingwood.ca

Alissa Mahood, MCIP, RPP, *Western Lake*  
*Ontario*, amahood@hamilton.ca

Damian Szybalski, MCIP, RPP, *Wester Lake*  
*Ontario*, damian@urbanjazz.ca

Keri Baxter, *Toronto*  
kbaxter@yorku.ca

Benjamin Puzanov, *Southwestern*  
benp@storeysamways.ca

Rosa Ruffolo, MCIP, RPP, *Oak Ridges*  
rosa.ruffolo@york.ca

Wendy Kaufman, *Northern*  
wendy\_kaufman@yahoo.com

### Art Director

Brian Smith

### Subscription and Advertising Rates

Please visit the OPPI website at  
<http://www.ontarioplanners.on.ca>  
and click on **Publications**, then the **Journal**.

### How to Reach Us

To reach the *Journal* by e-mail:  
editor@ontarioplanning.com

To reach OPPI by e-mail:  
info@ontarioplanners.on.ca

Visit the OPPI web site:  
[www.ontarioplanners.on.ca](http://www.ontarioplanners.on.ca)

The *Journal* is published six times a year by the Ontario  
Professional Planners Institute.  
ISSN 0840-786X

## CONTENTS

### Cover / 3

*Learning from the past* ..... p.3

### Features / 6

*Sustainable Design Guidelines* ..... p.6

*Letter from China* ..... p.10

### Districts & People / 13

*Southwest* ..... p.13

*Western Lake Ontario* ..... p.13

*People* ..... p.13

*Obituary* ..... p.14

### OPPI Notebook / 15

*President's Message* ..... p.15

*Eastern Ontario* ..... p.16

*Beyond 2010 Strategic Plan* ..... p.17

*Discipline Committee Decision* ..... p.20

*Standard of Practice* ..... p.22

*New Members* ..... p.23

*Lakeland's year* ..... p.24

*Student Liaison Committee* ..... p.25

### Commentary / 26

*Editorial* ..... p.26

*Letters* ..... p.26

*Opinion* ..... p.28

### Departments / 29

*Planning Futures* ..... p.29

*Heritage* ..... p.30

*Transportation* ..... p.32

*Urban Design* ..... p.36

## BILLBOARD

### APRIL-16

#### UNIVERSITY OF TORONTO'S 13TH ANNUAL FRIENDS OF PLANNING SPRING SOCIAL

6 - 9 p.m., Great Hall, Hart House,

7 Hart House Circle

Contact [utaga@geog.utoronto.ca](mailto:utaga@geog.utoronto.ca) for  
more information.

### JUNE 5-8

#### FEDERATION OF CANADIAN MUNICIPALITIES ANNUAL CONFERENCE

Whistler, B.C.

Visit [www.fcm.ca](http://www.fcm.ca) for program details

### JUNE 6-10

#### CANADIAN URBAN TRANSIT ASSOCIATION ANNUAL CONFERENCE

Whistler, BC

Visit [www.cutaactu.ca](http://www.cutaactu.ca) for details

### JUNE 17-19

#### DISTRICT ENERGY: A MADE IN CANADA SOLUTION FOR ECONOMIC SECURITY

14th annual conference,

Lord Nelson Hotel

Halifax, Nova Scotia

Special sessions for planners and  
municipal officials

Visit [www.cdea.ca](http://www.cdea.ca) for program and  
registration details

### SEPTEMBER 30-OCTOBER 3

#### BUILDING A BETTER WORLD, CIP/ OPPI 2009 CONFERENCE

Niagara Falls, Ontario. Call for Proposals.

See OPPI & CIP websites for more information

### OCTOBER 26-27

#### GOING FOR GOLD @ CANADIAN BROWNFIELDS 2009 10TH ANNUAL CONFERENCE AND MARKETPLACE

Canadian Urban Institute in collaboration  
with the Canadian Brownfields Network  
(CBN) and the Government of B.C.

Bayshore Westin Hotel

Visit [www.canadianbrownfields.ca](http://www.canadianbrownfields.ca) for details.

building a better  
**world**  
CIP / OPPI CONFERENCE  
NIAGARA FALLS, ONTARIO  
SEPT. 30 - OCT. 3, 2009



construire un meilleur  
**monde**  
CONGRÈS ICU / IPPO  
NIAGARA FALLS (ONTARIO)  
30 SEPT. AU 3 OCT. 2009

For more information about events,  
check the OPPI web site at  
[www.ontarioplanners.on.ca](http://www.ontarioplanners.on.ca),  
and the latest issue of Members Update,  
sent to you by e-mail



# Learning from the past to design the future

Zack Taylor

A new Neptis Foundation report explores the possibilities of different greenfield development patterns

**L**AST JULY, I led an intrepid group of colleagues and friends on an all-day walk from the urban edge to the city centre. After being dropped off at the corner of Leslie and Major Mackenzie in Richmond Hill, where new houses face woodlots, decaying barns, fallow fields and, nearby, a nineteenth-century country church, we made our way south. The goal: to trace a metropolitan transect and, in so doing, peel back the layers of the Toronto region's urban development in order to experience and evaluate how ideas of "good" planning have changed through the post-war decades.

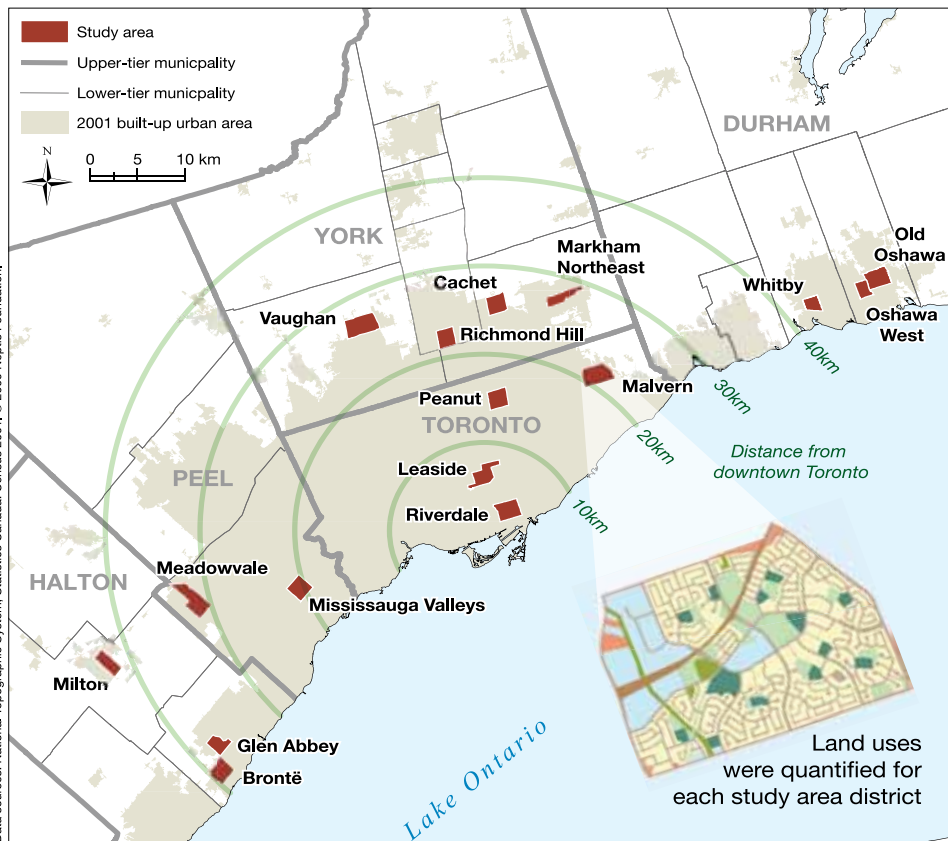
We saw every model of urban development along the way. We passed through residential subdivisions of the 1990s and 2000s, with large, close-set, single-detached houses built around stormwater retention ponds. Crossing an eight-lane arterial road, we entered a broad expanse of low-rise industrial and office buildings. After crossing Highway 407, we stopped at a retail plaza on Steeles for a snack. We contemplated the large-scale segregation of land uses: uniformly residential concession blocks of 1,000 acres flanking massive employment zones and "big-box" retail power centres, separated by arterial roads wider than the 400-series highways had been when they were first built. Experienced on foot, the scale of this urban organization is hard to grasp.

As we walked south along Don Mills Road, we noticed the ranch houses and shopping plazas of 1970s and 1980s. Farther on, the carefully calibrated ring roads and residential zones of 1950s

Don Mills and 1960s Thorncliffe Park fit together like a Swiss watch. All the while, we discussed the changes in the housing stock and how buildings were arranged in relation to each other, to streets, and to parks, schools and shopping. Crossing the Leaside Bridge into prewar East York and, later, Victorian Riverdale, we marvelled at the sudden constriction of the street network, the frequent crossings of the grid, and the fine grain of land parcels. After dinner, we strolled down Broadview from the Danforth, looking across at the high-rises of St. Jamestown and downtown shimmering across the Don Valley, to arrive at a small white clapboard house—the John Cox House, constructed in 1807, the oldest dwelling in Toronto still in its original location.

Our 200-year journey over, we dragged our tired legs home to bed.

**Shaping the Region: Past, Present, Future**  
This journey illustrated, in concrete terms, what my research collaborators and I discovered in our research, presented in the report, *Shaping the Region*, published by the Neptis Foundation in September 2008. The most recent in a series of Neptis reports on aspects of regional planning and urban development in the Toronto metropolitan region, *Shaping the Region* is a study of greenfield development patterns. By look-



Map I: Context

ing at the structure and contemporary performance of existing urban areas that represent a variety of time periods, locations and conditions, we hoped to better understand what could be achieved by developing greenfield land differently in the future.

The project originated in response to changes in planning policies in the Toronto metropolitan region, some longstanding, others new. Of particular importance is the Ontario government's 2006 Growth Plan for the Greater Golden Horseshoe. In part, the plan seeks to reduce automobile dependence, promote more effi-

cient provision and use of infrastructure, and decrease the rate of conversion of rural land to urban uses. For future development on greenfield land, the plan promotes the creation of “complete communities”—urban form and activities that are more mixed, dense and conducive to travel by means other than the automobile relative to currently prevailing forms. To support these policies, the provincial government has set a minimum density target of 50 residents and jobs combined per hectare for the designated zones of future greenfield development in each single- and upper-tier municipality.

Using a variety of methods (see sidebar), we set out to explore what meeting the minimum density target might entail, what a “complete community” might look like, and what both might do to alter people’s travel behaviour. While the full list of our findings, interpretations and conclusions cannot be described here, I will share a few big-picture points.

### The “Great Unmixing”

As my friends and I experienced firsthand on the transect walk, urban areas planned and built since the Second World War are profoundly unmixed. People have no choice but to drive to buy groceries, be entertained, access services, and go to work. Only children’s journeys to school have proven immune to what I call the Great Unmixing, because schools remain, perhaps inescapably, embedded in neighbourhoods. A basic objective of the Growth Plan’s “complete communities” policy is to create more mixed environments, but the specific actions required to achieve meaningful outcomes are far from obvious.

Comparing districts built out in the 1980s and 1990s to those constructed in earlier eras led us to the conclusion that an important constraint on achieving some degree of local-area jobs-housing balance is a lack of employment land. (See graph 1.) The location of first industrial, then office, and most recently retail establishments and jobs in large-scale, specialized and comprehensively planned zones has reduced the amount of non-residential land in residential areas to almost nil. This means that it will be almost impossible to make existing postwar neighbourhoods more mixed—in other words, to add employment—over time. It also points to the powerful momentum of both the principle of zoning and the contemporary (and highly profitable) model of commercial property development.

We cannot expect to turn back the clock to an earlier time when major office, industry and retail establishments were all located downtown; small, locally owned shops monopolized neigh-

bourhood retail; and small offices and service businesses were located on main streets. But we can assess the degree to which planning regulation can encourage businesses that today would locate in office, industrial or retail parks to move to building forms and settings that are accessible by means other than the automobile. This means reorienting these establishments to cater to a local neighbourhood clientele in addition to a regional one.

### Urban form and travel behaviour

Even if planners could redistribute employment of various types into residential areas, more would need to be done to bring about a change in travel behaviour. The propensity to use the car for journeys to work and shop is higher in newer areas located outside

the City of Toronto, for several reasons. The service offered by the TTC is more extensive than that offered by neighbouring municipalities. The pre-1940 zone of the City of Toronto is considerably more mixed and dense overall than the rest of the region. Street networks in the older parts of the region are also more conducive to transit,

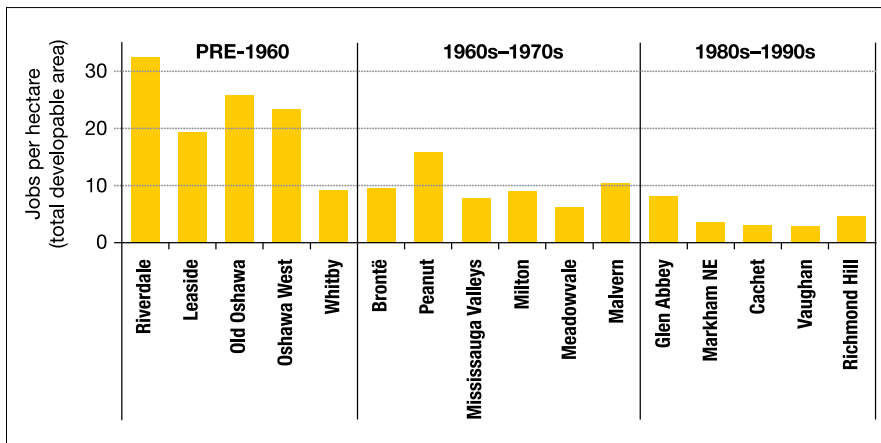
cycling and walking, because the fine-grained grid pattern is more connected and less hierarchical.

To shift a consequential number of trips from the automobile to other modes, we must tackle density, mix and street networks simultaneously. Why? Travel surveys show that people assemble “trip chains”—for example, they drop off their kids at the daycare on the way to work in the morning and buy groceries or visit the gym on the way home in the evening. Moving only one or even two of those trip destinations to locations accessible to residential areas or creating more grid-like and less hierarchical street networks will not reduce the propensity to use the automobile.

The genius of the automobile is its convenience and cost relative to other modes. To successfully challenge the car, walking, cycling and transit must, as in the central city, become more competitive. In the long run, increases in road congestion and gasoline prices may be more decisive than any other factor in getting people out of their cars. Still, a compact urban form is a necessary precondition for cycling, walking and the efficient provision and use of transit services.

### Realism, not pessimism

These conclusions should lead to realism, not pessimism. Our research suggests that building “complete communities” will produce cumulative and incremental benefits, if not radical or



Graph 1



LESLIE & MAJOR MACKENZIE

transformative ones. The interventions contemplated in the Growth Plan—more density, greater mix of uses, more diversity of housing types, more connected street systems, “getting the prices right”—are worth pursuing. We know that they are effective. Our study and those by other researchers show that large-scale urban areas that embody these qualities are less car-dependent and more energy-efficient. The key is not to pursue any one of these interventions as a goal in and of itself, but to apply them in combination in pursuit of the

larger objective: a metropolitan region, not merely a secondary plan area or subdivision, that performs better than it does today.  
 When I reassemble my transect walking party in 2031, the Growth Plan’s time horizon, the journey will probably take two days, not one. I wonder what will we find. Will the difference in form and design of late-1990s and late-2020s development be as perceptible as that separating the 1960s and the 1990s?  
 We shall see.

*Zack Taylor, MCIP, RPP, is working toward a Ph.D. on the politics of regional planning and governance at the University of Toronto, where he has also taught in the Programme in Planning.  
 He can be reached at [zack.taylor@utoronto.ca](mailto:zack.taylor@utoronto.ca). He thanks Michelle Drylie, Dylan Passmore, David Ley, and Kristin Cavoukian for joining him on the metropolitan transect walk, and Jenny Hall for driving us to our starting point.*

## Shaping the Region

*Shaping the Region* is based on quantitative and qualitative methods, and a wide range of information sources.

First, the researchers analyzed the characteristics of 16 districts representing a variety of locations and eras of development in the Greater Toronto Area (see Map), including the balance of land uses, the composition of the housing stock, the demographics and travel behaviour of residents, and the configuration of street networks. Comparison of the districts revealed the distinctive properties of different patterns of urban development. By incorporating the findings of other research on Toronto and other metropolitan areas, the analysis provides a nuanced portrait of the relationships between the different attributes of urban form and density, and between urban form and travel behaviour.

Second, they tested the impact on density of 24 different development scenarios using a



Report cover

simple land budgeting model. The various scenarios presumed different amounts of natural heritage protection, housing type mixes, and allocations for parkland and schoolyards. The report concludes with a synthesis of the findings in relation to the implementation of the Growth Plan for the Greater Golden Horseshoe.

*Zack Taylor, MCIP, RPP, is the principal researcher and author of the report. John van Nostrand, MCIP, RPP, and Al Kably of planningAlliance, Inc., as well as Marcy Burchfield of the Neptis Foundation, Jo Ashley of the University of Toronto’s Cartography Office, and research assistant Kristina la Fleur, MCIP, RPP, contributed to the shaping of the project, as well as data acquisition and analysis. The full report and a short summary can be downloaded from the Neptis Foundation website, [www.neptis.org](http://www.neptis.org). Printed copies can be ordered directly from Neptis—e-mail [publications@neptis.org](mailto:publications@neptis.org) for more information. The report is complemented by the 2007 Neptis report by Dr. Pierre Filion, MCIP, RPP, The Urban Growth Centres Strategy in the Greater Golden Horseshoe: Lessons from Downtowns, Nodes, and Corridors, also available from the Neptis website.*



Development in the 90s devotes land to public needs

### Anthony Usher Planning Consultant

**Land, Resource, Recreation, and Tourism Planning**  
 146 Laird Drive, Suite 105  
 Toronto M4G 3V7  
 (416) 425-5964 fax (416) 425-8892



**Environmental Planning  
 Biophysical Analysis  
 Lake Capacity Assessment  
 Resource Management**

16 Robert Boyer Lane  
 Bracebridge P1L 1R9  
 (705) 645-1413 fax (705) 645-1904  
[www.mnal.ca](http://www.mnal.ca)



Advisors to Government, Development & Investment Sectors

#### VALUE OUR OPINION

- Real Estate Market Analysis
- Land Residual Proforma Studies
- Expropriation and Damage Claim Valuations
- Forensic Review
- Contamination Loss Valuations
- Lease Arbitration Valuations
- Retrospective Valuation Studies
- Litigation Support/Expert Witness Testimony
- Land Use Studies/Planning Review
- Highest and Best Use Studies
- Development Feasibility Studies
- Acquisition and Negotiation Services
- Asset Disposition
- Development Proposal Call Administration
- Strategic Location Analysis & Site Selection
- Ontario Municipal Board Hearings
- Land Residual Value Analysis

#### Contacts

**Kenneth Stroud, AACI, P.App., PLE**  
**Mark Penney, MA, MCIP, RPP, PLE, AACI, P.App.**  
 gsi REAL ESTATE & PLANNING ADVISORS INC.  
 8500 Leslie Street, Suite 200, Markham, Ontario, Canada L3T 7M8  
 tel: 905-695-0357 fax: 905-695-0363 [www.gsiadvisors.com](http://www.gsiadvisors.com)

### PLANSCAPE



BUILDING COMMUNITY  
 THROUGH PLANNING

**MARGARET WALTON** M.PI. MCIP RPP  
**RICK HUNTER** MCIP RPP  
**GREG CORBETT** M.PI. MCIP RPP  
**ANGELA GHIKADIS** B.Sc (Hon.)  
**Nancy LeBlanc** MCIP RPP

104 Kimberley Avenue,  
 Bracebridge, ON P1L 1Z8

**T** 705.645.1556 **F** 705.645.4500  
**E** [info@planscape.ca](mailto:info@planscape.ca)  
**W** [www.planscape.ca](http://www.planscape.ca)

Sustainability on the Ground

# Sustainable Design Guidelines

Powerful Policies in Five GTA Municipalities

Ann Joyner, Ronji Borooh, Thomas Melymuk, Lisa King, Dan Stone and Michael Karowich



Pickering

**M**UNICIPAL LEADERSHIP to achieve sustainable communities is taking a bold step forward in a number of GTA municipalities. These communities have taken a hard look at the pace at which sustainable design is being implemented in their municipalities and found the outcomes lacking. In response, they are working to implement standardized requirements for sustainable design for all new development and regeneration projects in their municipalities.

The initiatives come from the need for consistent, aggressive design standards that result in measurable decreases in a municipality's environmental footprint. It is not enough to rely on project-specific sustainable design tools (such as LEED) when there is an opportunity to achieve better outcomes with approaches that have the power to influence all new development, including intensification.

The emerging approaches vary in the scale of application (site plan vs. neighbourhood), focus (energy, water, wastewater, stormwater, cultural heritage, building design, community design, micro-climate) and force (mandatory,

voluntary, or educational). They address a range of both required and optional measures and outcomes.

The common denominators, however, are: (1) they are comprehensive, covering elements of natural, economic and social sustainability; (2) they move beyond the building scale to engage community planning; (3) they provide benchmarks for testing the sus-



tainability of individual planning applications; and (4) they have shied away from existing mod-

els and turned to solutions that reflect their own unique circumstances.

These municipalities are now working through the challenges of putting the guidelines into practice. The province has provided some important tools in the areas of zoning, second-unit policies, site plan control, parkland dedications, Community Improvement Plans, plans of subdivision, settlement area boundaries, the protection of employment lands from conversion, provisions for complete applications and pre-consultation, and the development permit system. Nevertheless, challenges remain in going beyond the

Ontario Building Code and in marshalling the necessary building and approvals staff to oversee the application review process, as well as providing ongoing education to staff, residents and the development and building communities. Seed funding has been provided to some municipalities by the Federation of Canadian Municipalities and CMHC.

## Challenges for Municipal Design Guidelines

Current municipal design guidelines face the following challenges:

- the lack of legislative authority to make sustainable standards mandatory;
- a need for the Ontario Building Code to incorporate building-related environmental and sustainable measures;
- a need for the Planning Act to provide more authority regarding site and community-related environmental and sustainable measures;
- a need for resources to train staff on the identification, implementation and enforcement of environmental and sustainable development measures.

## Pickering Sustainable Development Guidelines

In November 2005, the City of Pickering embarked on a journey to become one of the most sustainable cities in North America. The journey, known as Sustainable Pickering, is intended to transform the municipality from a suburban community to a sustainable city. In the words of Pickering Mayor David Ryan: "While it's an ambitious goal, we hope it will capture the imagination of our residents, businesses and stakeholders, and also serve as our community's rallying cry."

Sustainable Pickering received national recognition as the 2008 recipient of the FCM-CH2M Hill Sustainable Community Award in Planning. The initiative has five overarching objectives: Healthy Environment, Healthy Society, Healthy Economy, Responsible Development, and Responsible Consumption.

Responsible development is a priority for



the City. To this end, in 2006 Pickering began work on a comprehensive set of Sustainable Development guidelines with the help of a grant from FCM and a consulting team led by Dillon Consulting. In 2007 the Guidelines were released as a working draft, and since that time have been used by staff, Council and the development community to assist in planning more sustainable communities.

The guidelines are patterned after the U.S. based LEED-ND rating system, but have been tailored to reflect the Pickering context. There are two sets: one for neighbourhoods, the other for plans of subdivision, site plans and building permits. Both sets list “required” and “optional” elements of sustainability under nine categories: Pre-Consultation, Environmental Protection, Location of Lands, Land Use and Distribution, Density and Compact Built Form, Connections, Pedestrian Orientation, Resource Efficiency, Evolution/Monitoring.

The guidelines allow the City to determine the level of sustainability of a plan or project. To be considered sustainable, a project must have all the “required” elements and an appropriate combination of “optional” elements. Points are awarded based on the type and number of optional elements selected. Proponents are encouraged to be innovative in selecting optional elements that best suit the local site context and character.

Consistent with the City’s “learning-by-doing” philosophy, the Pickering Sustainable Development Guidelines are a work in progress and will continue to be refined and enhanced as experience is gained in planning and developing sustainable communities.

### East Gwillimbury’s Sustainable Community Guidelines

The Town of East Gwillimbury is the only designated growth area in the GTA that has not previously experienced significant growth. The Town’s population is expected to increase from its current level of 22,000 to 90,000 by 2031 and nearly 150,000 by 2051.

East Gwillimbury’s Strategic Plan of 2005 set the overarching framework for the Town’s future and redefined its growth strategy and the future of the community. The Strategic Plan includes the pursuit of sustainable development as the primary objective of new policy work. In 2006, the Town adopted Canada’s first policy mandating EnergyStar as a mandatory requirement for all new houses requiring planning approvals. The Town also initiated a policy requiring LEED Canada-NC standards for all new industrial, commercial, institutional and multi-unit residential development in 2006. Although



Markham

these policies exceed the minimum requirements of the Ontario Building Code and are not backed by official plan policy, the Town has succeeded with these initiatives.

“At first, many thought we were too aggressive with our policy requirements for green building standards, but in just a few short years, the market has proven that it was the right direction. More needs to be done with leadership at the grassroots municipal level to create truly sustainable communities and development. We have one last chance to get it right. We simply have to do better for future generations,” says Mayor James Young.

The Town’s next move is to focus on sustainable development that will go beyond the energy efficiency of buildings to address the need to create complete and sustainable communities. Dillon Consulting in partnership with CMHC is developing a Sustainable Development Background Study and Evaluation System. The emerging U.S. Green Building Council’s LEED-ND system and pilot project were dismissed as being too limited.

In adapting the standards to East Gwillimbury’s circumstances, the consultants recognize that sustainable criteria and guidelines for urban and mature communities will not be fully applicable to the development of

new communities in a greenfield setting. The standards will ultimately be anchored in policy and supported by implementing procedures in the Town’s development approvals process.

### Markham Sustainable Development Standards and Guidelines Study

It took 200 years for the Town of Markham to reach a population of 150,000 in the late 20th century; yet in the next 20 years, the population of Markham is projected to grow

by another 150,000 people. Most of this growth will be accommodated within the existing municipal boundaries, as required under the provincial Places to Grow initiative.

There is an urgent need for a broad-based and coordinated strategy to make the Town a leader in environmental sustainability, protect the natural environment and advance innovation in sustainable development in the built

environment while accommodating growth. To paraphrase Mackenzie King, Markham’s approach to sustainable development is: “LEED if necessary, but not necessarily LEED.”

The Town has embarked on a series of Town-wide studies, starting with a Growth Management Strategy, along with a Master Transportation Strategic Plan, a Sustainable Development Standards and Guidelines



Construction Monitoring  
Physical Assessments  
Informant Interviews  
Site Excavations

Background Research  
Cemetery Closures  
Expert Testimony  
Test Excavations



**AMICK Consultants Limited**

Serving Ontario's Development Community with Efficient and Client Oriented Archaeological Services and Solutions Since 1996.

NEW! LAKELANDS District Office  
tel: 705-534-1546  
fax: 705-534-7855

[www.amick.ca](http://www.amick.ca)

SOUTHWESTERN District Office  
tel: 519-432-4435  
fax: 519-432-6697

**Walker Nott Dragicevic Associates Limited**

Planning + Urban Design



172 St. George Street  
Toronto, Ontario  
M5R 2M7

t: 416-968-3511  
f: 416-960-0172  
w: [www.wndplan.com](http://www.wndplan.com)

**J.L. COX PLANNING CONSULTANTS INC.**  
•URBAN & RURAL PLANNING SERVICES•

350 Speedvale Avenue West  
Suite 6, Guelph, Ontario  
N1H 7M7

Telephone: (519) 836-5622  
Fax: (519) 837-1701  
[coxplan@on.aibn.com](mailto:coxplan@on.aibn.com)



**THE BUTLER GROUP CONSULTANTS INC.**  
Land Planning Services

David A. Butler, MCIP, RPP  
President

11 Hazelton Avenue, Suite 300  
Toronto, Ontario M5R 2E1  
416.926.8796 Fax 416.926.0045  
E-mail [dab@butlerconsultants.com](mailto:dab@butlerconsultants.com)



**MMM GROUP**

SUSTAINABLE COMMUNITIES  
TRANSPORTATION  
BUILDINGS  
INFRASTRUCTURE

Planning & Environmental Design | Transportation Planning:  
100 Commerce Valley Dr. W., Thornhill, ON L3T 0A1  
t: 905.882.1100 | f: 905.882.0055  
[www.mmm.ca](http://www.mmm.ca)



Study, a Built Form and Height Study, a Parks and Open Space Study, a Community Services and Facilities Study, and a Master Environmental Services Study, among others. Recently completed studies include:

- a Pathways and Trails master plan;
- a Smart Commute Plan as part of an Inter-Regional Study (OPPI Award of Excellence 2008);
- a Small Streams Study (OPPI Award of Excellence 2008).

The Mayor's Trees for Tomorrow Program is an ambitious effort to double the tree canopy in Markham. These environmental strategic priorities form part of the Green Print for Markham, which will be the Town's Community Sustainability Plan (CSP).

A study to identify Sustainable Development Standards and Guidelines has just begun. Although LEED is one element in its technical toolbox, the Town has gone beyond LEED in identifying its priorities for sustainability. The study is considering the use of nationally recognized standards that are readily accepted by the building and development industry, with certain standards designated as "required" while others are "optional" (as in Pickering), according to the Town's needs.

These measures form part of a broader sustainable development initiative. Another component will be urban design measures that support compact urban form, permeable street and block patterns and pedestrian-friendly streets at the block and precinct level. This strategy of combining elements was pioneered through the Performance Measures Document for Markham Centre. The third component will be the development of simple, manageable and cost-effective implementation measures.

### City of Toronto's Green Development Standard

As Toronto's population continues to grow—the city is projected to reach three million people by 2031—development patterns need to change if the city is to avoid the kind of degradation already in evidence. Buildings account for approximately 63 percent of greenhouse gas emissions in the city. This is a higher than normal percentage because the City's extensive transit system results in lower emissions from car usage.

The impetus for Toronto's Green Development Standard (GDS) came from a desire to address the environmental impacts of development in Toronto. All development in Toronto is considered to be urban infill and often takes place on brownfields. Generic sustainable design tools such as LEED don't



always address Toronto's priorities and development context.

The GDS is a package of performance targets, measures and strategies that promote sustainable development. They represent a bio-regional approach to green development within the unique ecosystem that Toronto shares with other Great Lakes communities.

The GDS addresses priority issues for Toronto—air quality, energy efficiency, water quantity and quality, solid waste disposal and urban ecology. The targets are based in local policies that address the urban heat island effect, climate change objectives, stormwater management, and bird-friendly development, to name a few.

The standard complements systems like LEED. Meeting the GDS contributes to LEED certification, but the GDS has more prerequisites than LEED. Conceptually, the GDS falls between Toronto's Official Plan and the Zoning By-law. It provides a more detailed set of targets than the Official Plan, but focuses more on principles of design than the rigid requirements of the Zoning By-law.

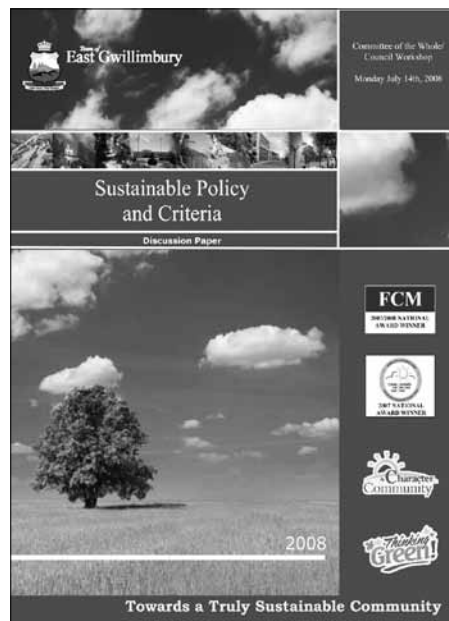
Implementation occurs through the municipal planning application and review process. The City can secure exterior, sustainable design as a result of changes made to the *Planning Act* dealing with site plan control. Challenges for the future include securing interior building design strategies that support sustainability. Watch for the revised Green Standard release this fall. As Joe D'Abramo, Acting Director for City of Toronto's City Planning Division, puts it, "Land use planning is critical in blending corporate and community priorities to achieve sustainable cities."

### Greening Mississauga

The City of Mississauga's Environmental Advisory Committee (EAC), established in 2007, is committed to creating sustainable urban communities throughout the City. "We have a lot of great programs in place, but there's still a lot to do, and before we can make a difference, we need all residents and businesses to get involved. Taking our environment seriously is no longer an option," says Councillor George Carlson, Ward 11, Environmental Advisory Committee Chair.

The City's new environmental slogan, "Living Green," mandates EAC to focus on initiatives relating to Mississauga's infrastructure and land, conservation programs, and energy use. The City is already implementing programs that focus on higher-order transit planning, expanding naturalized areas, greenhouse gas inventories, greening City fleets, anti-litter campaigns and stormwater awareness.

In May 2008, the City launched a process



East Gwillimbury

to create a "made-in-Mississauga" Green Development Standard by hosting a daylong workshop. The ultimate goal is to produce Green Development Standards against which development applications can be evaluated. The workshop underscored the City's determination to engage both private- and public-sector stakeholders. Consultants will be retained in 2008 to help create implementable green standards that meet the City's environmental goals. Recommended standards will be presented to Council in 2009.

The City is also reviewing its official plan policies, and a draft report to Council is anticipated next spring. Consultants have been retained to conduct a full-scale review of the current policies and propose fundamental changes to the way the City is planned. A greater focus will be placed on "Living Green" and planning for greater sustainability.

Special city projects and community studies focus on including "green" policies in a more holistic framework. The Bus Rapid Transit project, Hurontario Higher Order Transit Study, Port Credit/Lakeview District Study and Downtown 21 are promoting the city's green agenda.

Ann Joyner, MES, MCIP, RPP, is a Partner at Dillon Consulting Limited and the Practice Lead for Dillon's 50 planners across Canada. She has worked with a number of municipalities to develop sustainable design guidelines. She can be reached at [AJoyner@dillon.ca](mailto:AJoyner@dillon.ca).

Ronji Borooh, MCIP, RPP, is the Town Architect (and Head of Urban Design) in the Town of Markham. He is a Registered Architect as well as a Registered Professional Planner. Before joining the Town in 2007,

Ronji was a principal with Markson Borooh Architects. He can be reached at [RBorooh@markham.ca](mailto:RBorooh@markham.ca).

Thomas Melymuk, MES, MCIP, RPP, has worked in government for over 30 years, most of it as a municipal planner. He is currently Director of the City of Pickering's Office of Sustainability. He can be reached at [TMelymuk@cityofpickering.com](mailto:TMelymuk@cityofpickering.com).

Lisa King, MA, is a Senior Planner at the City of Toronto working on the Green Development Standard. She is formerly a sustainable design consultant for Sustainable EDGE and Sustainability Specialist for the Toronto and Region Conservation Authority. She can be reached at [LKing4@toronto.ca](mailto:LKing4@toronto.ca).

Dan Stone, MCIP, RPP, is Manager of Policy Planning in the Department of Development & Legal Services in East Gwillimbury, and a member of the Board of Directors of the Greater Toronto Chapter of the Canada Green Building Council. Dan can be reached at [DStone@eastgwillimbury.ca](mailto:DStone@eastgwillimbury.ca).

Michael J. Karowich is an Urban Designer in the Planning and Building Department, Development & Design Division, City of Mississauga. He is a member of the Royal Danish Academy of Architecture and of the Association of Danish Architects.

He can be reached at [Michael\\_Karowich@mississauga.ca](mailto:Michael_Karowich@mississauga.ca).

## HARDY STEVENSON AND ASSOCIATES

- Socio-economic Impact Assessment
- Land-use and Environmental Planning
- Public Consultation and Facilitation
- Project Management

Tel: (416) 944-8444 Fax: 944-0900  
Toll free: 1-877-267-7794

Website: [www.hardystevenson.com](http://www.hardystevenson.com)  
E-mail: [HSA@hardystevenson.com](mailto:HSA@hardystevenson.com)  
364 Davenport Road, Toronto, Ontario M5R 1K6

## SPH PLANNING & CONSULTING

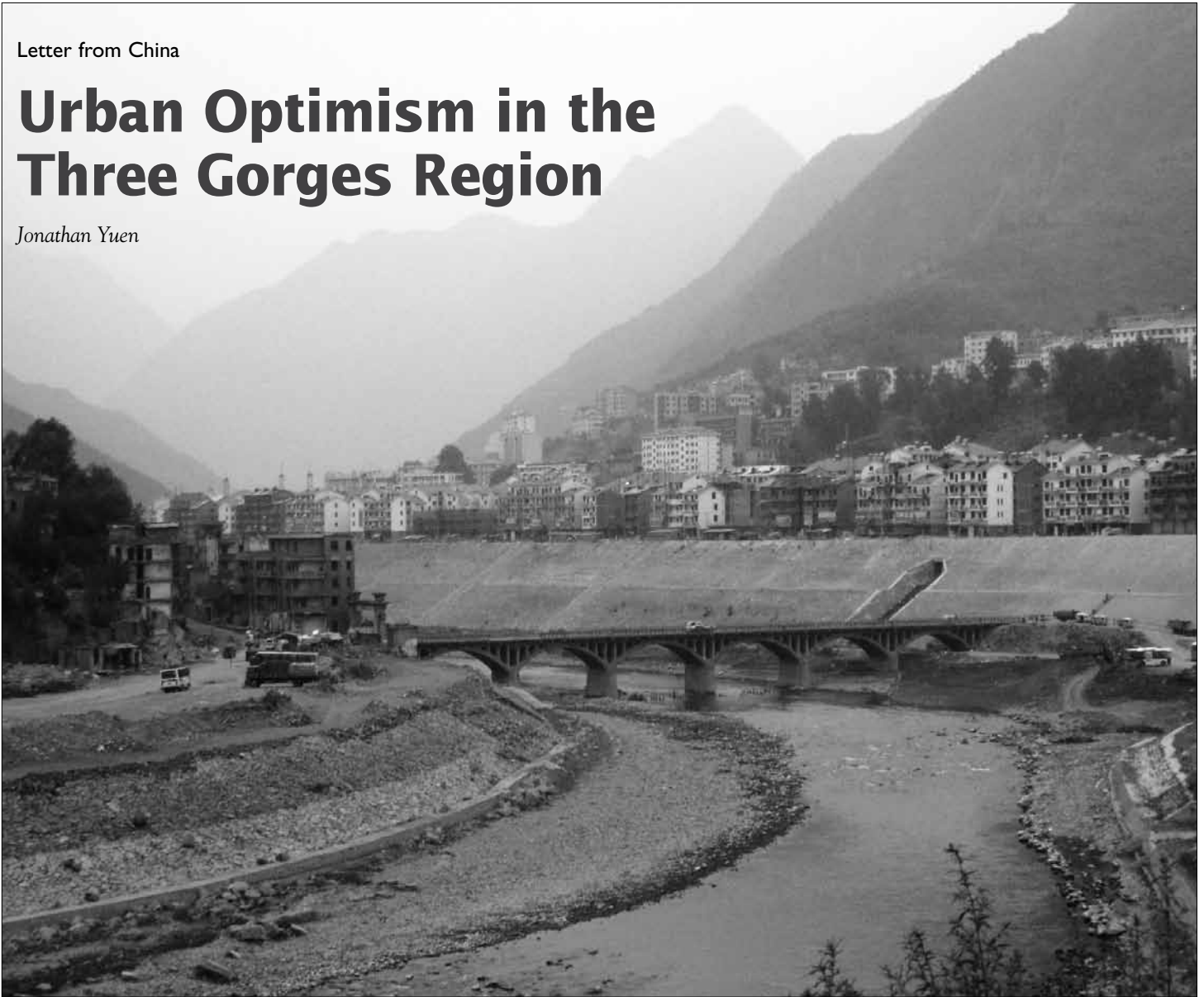
CREATING INCLUSIVE ENVIRONMENTS FOR ALL

- Accessibility Planning
- Ontarians with Disabilities Act (ODA)
- Building Auditing
- Remedial Work-plans & Construction
- Universal Design

Shane Holten, President  
[sholten@sph-planning-consulting.ca](mailto:sholten@sph-planning-consulting.ca)  
Ph: (416) 721-3391 Fax: (416) 488-7206  
<http://www.sph-planning-consulting.ca>

# Urban Optimism in the Three Gorges Region

Jonathan Yuen



**C**HINA'S SCENIC THREE GORGES REGION is facing potentially insurmountable urban challenges, many stemming from the construction of the Three Gorges Dam, the country's largest and most expensive infrastructure project, which has been a source of controversy ever since construction began during the early 1990s.

With the creation of a reservoir behind the dam, hundreds of villages and towns and several large cities had to be relocated to higher ground. As of June 2008, up to 1.24 million people have been relocated, with many moving into newly planned towns and cities. Many more have moved to other large cities along the Yangtze, including Chongqing and Shanghai.

Many of the new towns and cities were hastily planned and built to accommodate the

displaced population. Oddly placed land uses, ill-conceived urban infrastructure, and the effects of corruption within local and provincial governments have received media attention over the years. But have these reports been based on fact or have they become urban myths?

I had the opportunity to travel to China for six weeks last May to participate in an overseas field and study abroad trip in collaboration with planning and architecture students from Ryerson University. We stayed for three weeks in the inland city of Yichang, a large city 40 kilometres downstream from the Three Gorges Dam. One day we travelled two hours out of Yichang to visit the small town of Gufu. Located along one of the Yangtze River's 700 tributaries, this town is seen as an example of good modern planning in China

and its master plan has won several awards for outstanding design and innovation.

Built within the last decade, the town is home to 35,000 residents, many of whom were farmers and townspeople displaced by the Three Gorges project. Located in the heart of Xingshan County, of which the city of Yichang is a part, the city is intended to be the new home of the County's Seat. Originally located in the town of Gaoyang, the County head offices had to be relocated to higher ground at Gufu a few kilometres away.

During our drive to Gufu, we passed through Gaoyang. The old town, we later dis-

Above: The old town of Gaoyang. Demolition is underway on the lower bank while construction is occurring on higher ground on the opposite side of the river

covered, was the last in the Three Gorges region to be evacuated. Much of the town was demolished in preparation for the rising water levels. Yet on one side of the town the shoreline was built up and infilled in an attempt to save land that would be otherwise be flooded. With the shoreline built higher than the expected future water level, reconstruction of the town had begun, with what looked like new residential apartment complexes. It would seem that planners have found a way to minimize the amount of land lost in the old town. It is not known where the resources needed to undertake this initiative were found.

We took a brief walking tour of Gufu. It appeared that the town was planned with more care than other resettlement towns in the region. I saw no evidence of the questionable land use decisions prevalent in other urban developments in China, where one can see a heavy industrial factory next to a residential area or community park. We did not see any factories at all. Instead, we found shops and restaurants as well as a four-star hotel.

Lush trees and well-placed, modern street lights were present on every major street in the town. The streets were uncluttered and extremely clean, even in very busy areas. A four-lane boulevard acts as the town's decorated main street, with the Town Hall at one end and a large statue of the legendary Wang Zhaojun, revered for her beauty, on the other.

Apartment complexes adjoining small parks and public squares dominated much of the town. The town certainly made a positive first impression on me, and the quality of life of this particular town seemed fairly high. Municipal and County officials explained that their goal was to create a garden city that was both culturally sensitive and environmentally friendly.

The entire town was positioned in such a way as to provide good Feng Shui, a balance of the energies between wind and water. The position of the town, with hills in the foreground and river positioned at the front of the town, is replicated throughout China, a common practice in planning intended to provide good fortune.

Gufu is also no slouch when it comes to the environment. Collaborations with firms from Germany have allowed for the installation of commercial waste management systems that process 95 percent of the wastewater produced by the town before being discharged into the river. Almost 100 percent of solid waste is treated on-site. Electricity is generated by a local network of small dams a few kilometres away. Many apartments in the town, as well as government buildings, were



Old dwellings are a reminder of the village that was present before the Town of Gufu was planned and constructed



Apartment complexes in the town of Gufu, Xingshan County, China



equipped with solar panels for heating water, something that is still a rarity in many Canadian municipalities.

Although Gufu's master plan has won several awards for design and innovation, the town is far from perfect. Gufu is a Garden City, similar to communities in England and North America that integrate parks and greenbelts and promote "walkability." But does this work for the elderly? Although Gufu is less than 10 years old, its residents rely on the automobile and scooters for moving around. Transit is woefully absent. This is troubling, since town officials have said that many of the residents are older adults, parents who have been left behind while their sons and daughters moved to larger cities to find work. With little infrastructure available for the aged, it is only a matter of time before the aging population becomes a pressing issue.

I also saw evidence of the segregation of different classes. Not all residential apartment complexes are created equal and some appear to be better maintained than others. The contrast is exaggerated by the fact that some apartments have parking spaces for cars, while others have scooters and the occasional bicycle parked in a small alley. Gufu is built on the site of a smaller village



A modern streetscape that could be anywhere

that is now surrounded with tall apartments. The original dwellings appear to be the homes for the poor.

I left Gufu with mixed feelings as I boarded our tour bus and left for the return trip back to Yichang. If the quality of planning and implementation represented the standard for the region as a whole, this would bode well for quality of life for the millions displaced by

the Three Gorges dam. But a longer stay and more intensive investigation would be needed to determine if optimism is warranted.

*Jonathan Yuen recently graduated from the Ryerson School of Urban and Regional Planning. He is now looking into future working opportunities. He can be reached at [j3yuen@hotmail.com](mailto:j3yuen@hotmail.com).*

PLANNERS  
URBAN DESIGNERS  
LANDSCAPE ARCHITECTS

[www.gspgroup.ca](http://www.gspgroup.ca)



SHAPING GREAT COMMUNITIES

KITCHENER 72 Victoria St. S., Suite 201 P. 519.569.8883



Gufu's central boulevard and Town hall



**LEA Consulting Ltd.**  
Consulting Engineers & Planners  
Tel: 905-470-0015 Fax: 905-470-0030  
625 Cochrane Drive, Suite 900  
Markham, Ontario, L3R 9R9 CANADA  
[www.LEA.ca](http://www.LEA.ca)

*Providing engineering, planning and project management services for:*

<ul style="list-style-type: none"> <li>✦ Transportation &amp; Transit Planning</li> <li>✦ Traffic Engineering &amp; Signals</li> <li>✦ Construction Administration</li> <li>✦ Municipal &amp; Development Engineering</li> </ul>	<ul style="list-style-type: none"> <li>✦ Transportation Systems (ITS)</li> <li>✦ Parking &amp; Servicing</li> <li>✦ Roads &amp; Highways</li> <li>✦ Bridges &amp; Structures</li> </ul>
--	---

**T.M. ROBINSON Associates**  
Planning Consultants

TOM ROBINSON, MCIP, RPP

P.O. Box 221 Peterborough ON K9J 6Y8  
(705) 741-2328 • Fax (705) 741-2329  
Email: [tmrplan@bellnet.ca](mailto:tmrplan@bellnet.ca)

## Southwest

### New District Editor for Southwest

**B**enjamin Puzanov, a planner with Storey Samways Planning Ltd. in Chatham-Kent, is the new District Editor for the Southwest District. Ben completed his Masters of Planning degree at Queen's School of Urban and Regional Planning, and is currently a provisional member. He is an avid reader of the *Ontario Planning Journal* and will be bringing this enthusiasm to his new position.



Ben Puzanov

*Ben can be reached at 519-354-4351, 866-905-7775 (toll-free), or by email at benp@storeysamways.ca.*

## Western Lake Ontario

### Ethics in Planning: A Lunch and Learn in the Western Lake Ontario District

*Kirsten McCauley*

**I**n recognition of World Town Planning Day last November, the Western Lake Ontario District arranged an Ethics in Planning Lunch and Learn session in Thorold. The focus of the session was to raise awareness of the importance of ethics and professional standards in planning. Ron Keeble, a professor at Ryerson University and Chair of the Competency Standards Task Force (OPPI); Stan Floris, Senior Legal Counsel for the Ontario Municipal Board; and Dana Anderson, Director of Planning Services for the Town of Oakville and Chairperson of the Ethical Standards Task

Force (OPPI), were invited to lead the panel discussion on this complex topic.

Ron began by providing a synopsis of the OPPI Code of Practice. The Code of Practice guides professional planners through statements of role-related norms that define appropriate conduct. A strong appreciation for the Code of Practice is imperative, especially in recent years, as the planning profession is coming under a greater level of public scrutiny as the public comes to understand more about what planning is and how it affects communities. Ron stressed the importance of integrity, transparency and honesty in the planning profession.

Stan continued the discussion by explaining the difference between an advocate and a professional planner, noting that you can't be both at the same time. The duty of a planner, providing planning evidence, is to present a professional, unbiased planning opinion, providing only the relevant facts. He emphasized the importance of arriving at one's own position without the influence of others (for example, other planners, Council, applicants, etc.). The Ontario Municipal Board will evaluate planning evidence so planners must consider the pros and cons of a position when preparing a report or accepting a client. Stan cited examples of Ontario Municipal Board hearings to illustrate the information discussed.

Dana spoke to the group about the Membership Continuous Improvement Project (MCIP) being undertaken at the national level through the Canadian Institute of Planners. The project focuses on streamlining ethical conduct and standards for planners nationally, as well as through the various provincial organizations. It is important that there is a consistent level of responsibility to the public interest, clients and employers regardless of location of practice. Dana echoed the overarching theme of the discussion: competence and integrity are integral in successfully performing as a planner.

A number of important questions were raised in the question and answer period following the panel presentation, including:

1. I have submitted an application for my property; can I act as a planner on my own behalf?
2. Does attendance at an Open House hosted by a developer/consultant represent a conflict of interest?
3. How do I behave at the OMB if my client has not hired a lawyer?

4. If you are before the OMB, how much more information can you provide or be asked to provide outside what is in your planning report?
5. Are there repercussions for not reporting unethical behavior of another planner? If you challenge another planner on an issue of ethical behavior, are you on your own or will OPPI support you?
6. Can a planner join a local board or Committee of Council if the Planner works in that municipality?

The event was well attended and the information provided was valuable to the participants as they practise the planning profession throughout the Western Lake Ontario District. The Western Lake Ontario District would like to thank the presenters and organizers for a successful event.

*Kirsten McCauley, MCIP, RPP, is a planner with the City of Hamilton. She can be reached at [kirsten.mccauley@hamilton.ca](mailto:kirsten.mccauley@hamilton.ca).*

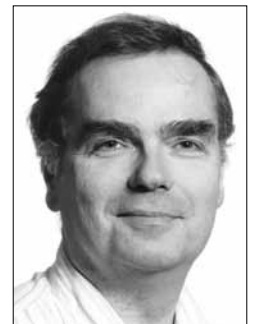
## People

### Chris Murray the New City Manager of Hamilton

**C**hris Murray has been appointed as the new city manager for the City of Hamilton. He joined the city in 1995 and previously held the positions of Director of Housing and Director of the Red Hill Valley Project. Respected for his strong leadership skills, Chris has a demonstrated ability to bring out the best in the people who work with him. He is also known for his encyclopedic knowledge of the city.

**Dr. William Cowie** has been appointed as director of policy for the Canadian Institute of Planners. An interview with him will appear in the next issue of the *Ontario Planning Journal*.

After a number of years as a sole practitioner, **Lorelei Jones** has joined Macaulay Shiomi Howson Ltd. as a



Dr. William Cowie

principal of the firm. Her move became effective in January. Lorelei will continue to serve her current clients from her new location. *Ontario Planning Journal* readers will recall that Lorelei was also a regular contributor to the People section of the magazine. She can be reached at [jones@mshplan.ca](mailto:jones@mshplan.ca).

**John van Nostrand** has established a new architecture practice to complement the planning and engineering firms in the corporate family. regionalArchitects (rA) builds on over 30 years of John's experience in Canada and around the world. pA—Planning Alliance—was awarded a World Leadership Award for The Amman Master Plan in 2007.

Together, the three firms comprise over 75 full-time professional staff, including architects, urban designers, planners, social scientists, community development specialists, and engineers. The firms have projects across Canada and in more than 15 countries around the globe, and offices located in Toronto, Fort McMurray, Amman (Jordan), and Accra (Ghana). John has also been a regular contributor to the *Ontario Planning Journal*, beginning with an article in 1989, the magazine's first colour cover story, about the 50th anniversary of the Queen Elizabeth Way. He is also the co-author of the report that is the subject of this issue's cover story.



**TSH**  
engineers  
architects  
planners

- Transportation
- Environment
- Utilities
- Buildings
- Land Development & Resources

Whitby, Barrie, Bracebridge,  
Calgary, Cobourg, Kingston,  
Kitchener-Waterloo, Mississauga,  
Ottawa, Sault Ste. Marie,  
St. Catharines

1-800-668-1983  
[tsh@tsh.ca](mailto:tsh@tsh.ca) [www.tsh.ca](http://www.tsh.ca)



**Mark L. Dorfman, Planner Inc.**

145 Columbia Street West, Waterloo  
Ontario, Canada N2L 3L2  
519-888-6570  
Fax 888-6382

Environmental Policy and Analysis  
Urban and Regional Planning  
Community Planning and Development  
Mediation of Planning Issues

## CMHC's Excellence in Education Award— Nominate an Educator

CANADA MORTGAGE AND HOUSING CORPORATION'S Excellence in Education Award honours secondary and post-secondary educators who have encouraged students in the development of sustainable communities by integrating sustainable concepts in housing a community development into their curriculum. To nominate an outstanding educator, go to [www.cmhc.ca](http://www.cmhc.ca) (keywords: Excellence in Education).

The nomination deadline is May 31, 2009. You can also contact Arlene Etchen, Senior Consultant, Research and Technology, Ontario Research and Information Transfer, at [aetchen@cmhc-schl.gc.ca](mailto:aetchen@cmhc-schl.gc.ca).

The City of Oshawa's South Oshawa Community Centre has won an Award of Excellence from the Design Exchange Awards 2008 sponsored by Canadian Business. The Award of Excellence was received in the Architecture—Commercial category. The South Oshawa Community Centre was one of six facilities nominated for this award.

### Obituaries

#### Donna Boulet

Long time planner with the NCC and mentor to young planners

Donna Boulet, MCIP, RPP, died in Ottawa in January after a courageous battle with cancer. She was only 57 years old.

Donna graduated in 1973 with a Masters Degree in City Planning from the University of Manitoba. Following graduation, Donna moved to Ottawa and worked as a planner for the Region of

Ottawa-Carleton and then for the City of Ottawa. In 1981 she went to work for the National Capital Commission as Director of Current Planning and Development.

Donna spent 15 years at the NCC and was a key member of their management team. During this time she completed a new plan for Canada's Capital, development plans for surplus NCC lands, federal site selection projects and federal policy plans. Donna's work was highly respected by those NCC Chairs that she worked under—Bud Drury, Jean Pigott and Marcel Beaudry.

In 1996, Donna established Boulet and Associates, an Ottawa-based consulting firm. She completed many challenging planning studies and urban land strategies for a range of government and private-sector clients.

Donna was appointed to Ottawa's Committee of Adjustment in 1998 and she was a member of the Committee until 2004, eventually becoming Vice-Chair. Donna was also a mentor to many young planners.

Donna is survived by her husband Gerry.



Donna Boulet

She will be dearly missed by her many friends and colleagues.

*Nancy Meloshe, MCIP, RPP, is the principal of Meloshe and Associates Ltd in Ottawa. She is a friend of Donna's.*

#### Michael Bryan— planner and builder

Michael Bryan, the principal of Michael Bryan Consulting Limited in Burlington, died in January. Although he had been a member of the Institute only since 2002, having come in through the Executive Practitioners course, Michael was a respected professional in the building and development community with many years of experience. He began his career with the City of Burlington, where he worked with Leo DeLoyde, who is now general manager of development and infrastructure. "Bryan was a professional and a joy to work with," DeLoyde recalls. "He was never a bureaucrat, but could always muster a smile in difficult situations and always cared for the person on the other side of the counter." Michael moved to Monarch Construction in 1988 and worked his way up to vice-president. In 1998, he took on the presidency of the Hamilton-Halton Home Builders Association and after being recognized as builder of the year on more than one occasion, was inducted into its hall of fame in 2004. He leaves his wife Eva and two daughters.

#### George Nicholson Dies

George Nicholson, MCIP, RPP, a long-time member of the Institute, died in November. He worked for many years with the Region of Niagara. George was a graduate of Queen's University in Belfast. George will be very much missed by his many friends and his family.





Ontario Professional Planners Institute  
Institut des planificateurs professionnels de l'Ontario

Ontario Planners: Vision · Leadership · Great Communities

234 Eglinton Ave. East,  
Suite 201, Toronto, Ontario, M4P 1K5  
(416) 483-1873 or 1-800-668-1448  
Fax: (416) 483-7830  
E-mail: info@ontarioplanners.on.ca  
Web: www.ontarioplanners.on.ca

**PRESIDENT**

Wayne Caldwell, MCIP, RPP  
waynecaldwell@hurontel.on.ca  
519-824-4120 x56420

**PRESIDENT ELECT**

Sue Cumming, MCIP, RPP  
cumming@total.net, 613-546-3715

**DIRECTORS**

Policy Development  
George McKibbin, MCIP, RPP  
georgeh@mckibbinwakefield.com  
905-631-8489

Recognition,  
Cathy Saunders, MCIP, RPP  
saunders@middlesexcentre.on.ca  
519-666-0190

Membership Services,  
Dana Anderson, MCIP, RPP  
danderson@oakville.ca, 905-815-6020

Membership Outreach,  
Mark Paoli, MCIP, RPP  
markp@county.wellington.on.ca  
519-837-2600 x212

Professional Practice & Development  
Marilyn Lagzdins, MCIP, RPP  
lagzdinsm@burlington.ca  
905-335-7600 x7812

**DISTRICT REPRESENTATIVES**  
Eastern, Don Morse, MCIP, RPP  
Donald.Morse@ottawa.ca  
613-580-2424 x13850

Toronto, Christian Huggett, MCIP, RPP  
christian@andco.com, 416-971-6252 x231

Northern, Jason Ferrigan, MCIP, RPP  
jason.ferrigan@city.greatersudbury.on.ca  
705-674-4455 x4298

Southwest, Steven Jefferson, MCIP, RPP  
steve@ksmart.on.ca, 519-748-1199 x230

Oak Ridges, Carlos Salazar, MCIP, RPP  
csalazar@clarington.net, 905-623-3379

Lakeland, Mike Sullivan, MCIP, RPP  
mike.sullivan@rjburnside.com,  
705-797-2047 x127

Western Lake Ontario, Rosalind Minajir,  
MCIP, RPP  
minajir@burlington.ca  
905-335-7642 x7809

Student Delegate, Jenn Burnett  
burnettj@uoguelph.ca  
519-821-4476

**EXECUTIVE DIRECTOR**

Mary Ann Rangan

**MANAGER, FINANCE & ADMINISTRATION**

Robert Fraser

**MANAGER, POLICY & COMMUNICATIONS**

Loretta Ryan, MCIP, RPP

**REGISTRAR**

Ron Keeble, MCIP, RPP

**EXECUTIVE ASSISTANT**

Vicki Alton

**MEMBERSHIP COORDINATORS**

Denis Duquet and Christina Edwards

**ADMINISTRATIVE CLERK**

Maria Go

# Who's on First? The Power to Make Decisions as Planners

Wayne Caldwell

How many of us have encountered or used the phrase, "Planners make recommendations and elected officials make decisions"? I think we use this response to recognize the legitimate role of municipal councils, the province or the private clients who receive our recommendations. But I also think that this phrase has the potential to mask the leadership role of the profession and individual planners in addressing those issues that affect society. Although we have many wonderful examples of planners demonstrating leadership within the profession and within individual communities, I wonder if these words hold us back from embracing the full potential of our profession. It is true that elected officials make decisions, but we shouldn't deny our own power to shape communities for future generations.

I recently spoke at a World Town Planning Day event, at which a member of the Institute raised a question about leadership. He wondered how we can enhance our leadership role, and step beyond the boundaries that are perceived to limit the role of planners. He wondered how it is that we have come to see ourselves as having limited power, when in his opinion planners play such an important role as community builders.

Since this event, I have continued to reflect on these questions. In some ways, I think the notion of power is often viewed with distrust and we have been hesitant to seize related opportunities. While we might not seek power, we are in a position where power has been given to us – power to direct, influence and build, and power to address those issues that led each of us to enter the profession.

Some years ago I read an article on planners and their leadership role by Floyd Dykeman in *Plan Canada* (September 1992). This article has continued to shape my views on this topic and I believe some of these ideas deserve to be revisited. In this article he identified four leadership roles – that of visionary, strategist, creator and innovator.

*Planner as Visionary:* Not only are planners expert in helping communities identify and develop their visions, they also have, based on their training and experience, a thoughtful perspective on the public interest encapsulated in their personal and

professional vision for the future. Working with communities, this perspective helps to influence and shape future directions. As we look at recent initiatives in Ontario – the *Greenbelt Act* and *Places to Grow*, for example? these directions clearly reflect a planning vision linked to action.

*Planner as Strategist:* Strategic thinking implies the ability to sort through complex and detailed information balancing competing interests with evolving social, economic and environmental issues. Planners in urban and rural contexts have provided leadership in developing initiatives related to "sustainability planning." These plans capture a vision for the future, but imply strategic thinking in the development of actions.

*Planner as Creator:* Creativity implies a willingness to do things differently. A free flow of ideas and creativity are core aspects of this leadership quality.

In many ways, this is a hallmark of our profession. I continue to be impressed with the creative ideas and options developed by colleagues across the province – a review of recent Planning Excellence award winners demonstrates this creative energy.

*Planner as Innovator:* While creativity and innovation go hand-in-hand, innovation is the application of new ideas and an insistence on improvement. A number of communities have worked with OPPI's Healthy Communities initiative and have innovatively used this material. There are opportunities for each of us to assume a leadership role in promoting healthy communities, even as environmental, social and economic change confront and at times confound us.

Leadership is to be embraced. Each of us has the opportunity to advocate for better planning, to seize upon and develop new ideas and to play an enhanced role. While it is true that we generally make recommendations and not decisions, we shouldn't underestimate the weight of our recommendations. These recommendations help us fundamentally influence the development of public policy initiatives. Through these initiatives our profession can be an agent of positive change for the betterment of community and the province.

On behalf of OPPI Council I'm pleased to pres-



Wayne Caldwell

ent OPPI's new strategic plan. "Beyond 2010" builds on the Millennium Strategic Plan adopted by Council in 1999. "Beyond 2010: Focus and Outcomes for the Planning Profession in Ontario" identifies strategic initiatives to guide the organization and profession in the years ahead. I hope that the strategy contributes to effective leadership for OPPI and that members embrace it as a vision for both the organization and the profession. I invite all members to participate in the work required to help realize the plan. I'd also like to thank

all of those who contributed to the development of the strategy: our members, staff and Council.

*Wayne Caldwell, PhD, MCIP, RPP, is President of the Ontario Professional Planners Institute. He is also a professor (Rural Planning) with the School of Environmental Design and Rural Development in Guelph. He can be reached at 519-824-4120, ext. 56420, or at the County of Huron, 519-524-8394, ext. 3.*

## You Have Been Warned

Staff

**H**ands up, all those who recognize this situation. You've been working on a planning project for months. You've held meetings and open houses, put notices in the paper and posters in the local library, you've circulated information and talked to the neighbours. And just as you're about to secure approval... wham! somebody objects, saying, "Nobody ever told me about this."

Sound familiar? Maybe it's information overload and busy lives; maybe it's laziness or inattention. But it happens.

So this is a plea to pay attention to some important projects at OPPI.

Did you know about the nationwide initiative to review the process by which planners are trained and certified? Just because you're already an RPP doesn't mean you won't be affected. Any changes will affect fees, professional development, the workload of the membership committee, and the kinds of people you will be hiring in future. You'll be asked to vote before changes are implemented, so now's the time to read the proposals. Check the CIP website (members' side) for more information.

Did you know that Ontario has passed legislation (the *Access to Justice Act*, 2006) that could make it necessary for planners who represent clients to obtain a special licence? Getting licensed would involve both time and money. At present, RPPs are exempt, but whether the exemption will continue is not yet known. OPPI has a committee working on this issue. We hope the exemption will be sustained. But one way or another ... you need to know what's happening. For starters, read the paralegal advisory on the OPPI website.

Further down the line, OPPI is looking

into the long-term option of provincial legislation that would give statutory powers to OPPI to regulate the profession, similar to that for engineers or architects. That would represent a huge change.

We know you have a lot on your plate. But these changes affect you, and you need to stay on top of them. When you're asked to vote, or to support the OPPI in its efforts to maintain its independence, don't say, "Nobody ever told me about this!"

## Eastern Ontario— A Special Part of Canada

Don Morse

**T**he Eastern District Executive has been busy over the past year. We held the Town and Rural Planning Workshop in Gananoque and a special event featuring speaker Gerald Hodge at Queen's University for World Town Planning Day, as well as Spring and Christmas Socials. However, this year we did things a bit differently. The Spring Social was held a month earlier (in April) and after more than 20 years, we held the Christmas Social at a new venue, the Centretown Tavern on Sparks Street. Judging by the turnout (about 70 people) and the comments, it was a great success. A special thanks to Lisa Dalla Rosa for convincing us to try something new.

A number of Eastern District planners

(Cont. on page 23)



**officeforurbanism**  
urban planning design consultation strategy

www.officeforurbanism.com 416.971.7521



Over 50 years of Award Winning Service

Markham Toronto Hamilton  
Kitchener-Waterloo London  
Niagara Falls Kingston Ottawa  
Calgary Vancouver Victoria

www.delcan.com

# Beyond 2010

## Focus and Outcomes For the Planning Profession in Ontario

### OPPI's New Strategic Plan

Associations in the 21st Century face many new challenges. Those likely to thrive will have clear strategic intent, invest in turning information into knowledge to enhance decision making, use best practices to support strategic initiatives, and attempt to become a high performance association.

In the fall of 2007 OPPI Council participated in a facilitated workshop to review its strategic intent and focus. As part of the OPPI Council's responsibility and due diligence it looked at what is possible for the association. In turn they developed a current and proactive strategic "Roadmap" to meet the needs of current and future members and become a high performance association.

#### VISION

*Beyond 2010 . . . OPPI has a VISION of its role in the advancement of communities and the profession.*

The Ontario Professional Planners Institute: Planning healthy communities through vision and leadership.

#### MISSION

*Beyond 2010 . . . OPPI has a MISSION of the image that it seeks to project with members and key stakeholders.*

The Ontario Professional Planners Institute is the voice of the planning profession:

- Leads and supports members to plan healthy communities.
- Acts as a resource and centre of excellence for planning.
- Develops and maintains professional standards in the interest of the public of Ontario.

#### GOALS

*Beyond 2010 . . . OPPI has established GOALS to realize its willed future.*

To achieve its vision and mission OPPI will:

1. Engage and recognize members and stakeholders.
2. Be the voice of planners to shape planning policy and achieve healthy communities.
3. Use standards, tools, and legislation to strengthen the planning profession.
4. Grow the planning profession by continuing to attract the brightest and the best.
5. Promote scientific interest and research in planning.
6. Provide strong governance and management leadership.



# Goals and Key Strategies

The strategies will assist in achieving OPPI's goals. They are based on current strategic statements and performance, an external environmental scan, issues, member expectations and surveys, and our strengths, weaknesses, opportunities and threats.

# Goals & Key Strategies

To achieve its vision and mission OPPI will:

## 1. Engage and recognize members and stakeholders

### Key Strategies & Outcomes

- Enhance District operations and create opportunities for information sharing. *(Updated District Handbook and evidence of new practices implemented by Spring, 2009)*
- Obtain broader member input on issues, expectations and satisfaction through enhanced survey policies and supportive procedures. *(Survey policy and procedure developed by Spring, 2009)*
- Increase access, networking, and the sharing of knowledge through technology. *(Participate in Task Force as part of Membership Continuous Improvement Project (MCIP) to review technology requirements and shared services feasibility – scheduled for 2009)*
- Provide member services and programs based upon a comprehensive policy. *(Policy developed by Fall, 2009)*

## 2. Be the voice of planners to shape planning policies & achieve healthy communities

### Key Strategies & Outcomes

- Continue to develop and deliver the Healthy Communities Initiative. *(Charter, tool kits, etc.). (Comprehensive Program Approval by Fall 2008)*
- Improve the image and awareness of planning and the profession through the Healthy Communities Initiative. *(Evaluate results at each Council meeting)*
- Support the Healthy Communities Initiative and advance other OPPI interests through partnerships. *(Partnership Policy and report reviewed annually or by major initiative)*
- Strengthen OPPI's capacity to respond to new critical issues, develop policy papers or educational supports through the development of policy and practices. *(New policy by Spring 2009)*
- Promote the Registered Professional Planner (RPP) designation, and the professional standards established through the Membership Continuous Improvement Process – “raising the bar”; review best practices used by professional associations to support image and awareness activities. *(Revised OPPI Communications and Marketing Plan by Winter 2010)*

# Goals & Key Strategies

## 3. Use standards, tools, & legislation to strengthen the planning profession

### Key Strategies & Outcomes

- Implement a Continuous Professional Learning standard and support program through the development of policy and a plan.  
*(Link to MCIP implementation)*
- Contribute to the development of new standards through the MCIP.  
*(New competency, ethical, and certification standards and policy developed by Fall, 2008)*
- Develop a contingency plan in the event that the MCIP is not implemented nationally.  
*(By Spring, 2009)*
- Investigate the feasibility of regulating the planning profession through provincial legislation.  
*(Report on feasibility by Spring, 2010)*

## 4. Grow the planning profession by continuing to attract the brightest and the best

### Key Strategies & Outcomes

- Support the growth of planning schools by reviewing Accreditation Standards through the MCIP process.  
*(Approval of new standards by Summer, 2009)*
- Participate with CIP and other Affiliates to conduct a major membership recruitment campaign along with ongoing recruitment and retention activities.  
*(Campaign delivered and includes new standards by Fall, 2010)*

## 5. Promote scientific interest & research in planning

### Key Strategies & Outcomes

- Review the feasibility of establishing a foundation to support planning research and education.  
*(Report on Feasibility by Spring, 2009)*

## 6. Provide strong governance and management leadership

### Key Strategies & Outcomes

- Develop and deliver programs using a project management approach.  
*(Healthy Communities Program, etc.)  
(Implement model by Spring, 2009)*
- Achieve the strategic plan objectives by determining the administrative support required, in light of MCIP changes and longer term opportunities.  
*(Prior to approval of the next budget and for each major initiative)*
- Explore ways to increase the funding available to obtain additional administrative support and develop member resources.  
*(Prior to approval of the next budget and for each major initiative)*
- Review volunteer management, leadership development/mentoring, and orientation policies and practices.  
*(Recommendations for improvement by Summer, 2009)*



**Ontario  
Professional  
Planners  
Institute**

**Institut des  
planificateurs  
professionnels  
de l'Ontario**

**Ontario Planners: Vision • Leadership • Great Communities**

## Summary of Determination and Decision

In the matter of a hearing under the *Ontario Professional Planners Institute Act* and in the matter of a complaint regarding the conduct of a MEMBER of the Ontario Professional Planners Institute and HOLDER of the Registered Professional Planner (RPP) designation.

*This matter was addressed by a hearing of the Discipline Committee conducted according to Section 15.10.3 of By-law 1-86 as amended.*

Pursuant to Section 2.3.14 of the Professional Code of Practice, a Member of the Institute brought an alleged breach to the attention of the Discipline Committee, which requires that any Member of OPPI report to the Institute the behaviour of any other Member believed to be in breach of the Code.

Specifically, the Complainant was concerned that Mr. Gregory J. Daly, while an Associate Principal and then later a Principal of a consulting firm conducted competing independent planning consulting business outside of the firm. The competing business activities resulted in misrepresentations to clients, lawyers, the Ontario Municipal Board and the general public as to who was undertaking the work, resulted in misdirection of funds/fees related to those files, and resulted in legal, professional and financial liabilities to the partnership. The Complainant further alleged that Mr. Daly neglected his professional responsibilities to junior professional and RPP staff.

The Discipline Committee panel on hearing the evidence and submissions unanimously determined that Mr. Daly breached the following sections of the Code of Practice, including: Sections 2.1; 2.2; 2.4; 2.5; 2.8; 2.10; 3.4; 3.5; 3.8; 3.9; and 3.10.

Mr. Daly had professional and ethical responsibilities. Members must provide diligent, independent and competent performance of work in pursuit of the client's or employer's interests. Members are expected to maintain a high standard of professional competence and conduct to ensure the vitality and credibility of the planning profession and of the Institute.

The direct documented evidence was that Mr. Daly redirected work and fees, contrary to his professional responsibilities. He misrepresented the work contrary to the interests of clients, and of the general public. He created circumstances of potential conflicts of interest for clients, and he created circumstances of professional and financial liability. His resulting work did not maintain a consistent level of professional practice, all of which reflect badly on his partners at the firm, on the planning profession and on the Institute. Mr. Daly did not participate in or respond to the Hearing phase of the complaint.

The Discipline Committee panel directed that Mr. Daly's membership in the Institute be revoked and that his name be removed from the register. The Discipline Committee panel further directed that the maximum fine of five thousand (\$5,000.00) dollars be imposed, reflecting the seriousness of the breaches.

The panel further directed that a copy of the Committee's determination and direction be placed in Mr. Daly's membership file for future reference, and also directed specific conditions for consideration by Council in respect of any future application for readmission.



---

# Summary of Determination and Decision

In the matter of a hearing under the *Ontario Professional Planners Institute Act* and in the matter of a complaint regarding the conduct of a MEMBER of the Ontario Professional Planners Institute and HOLDER of the Registered Professional Planner (RPP) designation.

*This matter was addressed by a hearing of the Discipline Committee conducted according to Section 15.10.3 of By-law 1-86 as amended.*

Pursuant to Section 2.3.14 of the Professional Code of Practice, a Member of the Institute brought an alleged breach to the attention of the Discipline Committee, which requires that any Member of OPPI report to the Institute the behaviour of any other Member believed to be in breach of the Code.

Specifically, the Complainant Member was concerned that the Member breached Section 2.2.1 of the Professional Code of Practice and was not in a position to impart independent professional opinion in respect of two projects, given the Member's multiple roles as a professional planning consultant and partner in a local planning consulting firm, as an elected School Board official, as an appointed member of the Conservation Authority, and as a local developer/builder, all within the same geographic area of the Member's practice.

In one project, the allegation involved having provided planning services and opinions in support of the project while also having an ownership interest in the project. In the second project, the allegation involved having provided planning services and opinions in support of the project while also serving on two local public interest boards, where the project property was located within the jurisdictions of both public agencies, where the school board had an ownership interest (it had been declared surplus and conditionally sold to a local developer) and where one of the planning issues included a Conservation Authority interest (the extent of an ESA).

There was no dispute as to facts and details about the two projects. The Member responded and maintained that there had been full disclosure to all parties of their interests and activities, that the declarations were sufficient to continue professional work on the projects and that in any event, no planning opinions were involved in either circumstance that breached the Code.

The Discipline Committee panel, on hearing the evidence and submissions, determined that the Member was not in a position to impart independent professional opinion in respect of the two projects, given the multiple roles involved, all within the same geographic area of the Member's practice. The roles have competing interests, which affected the ability to provide independent professional opinions. The continuation of work on one of the projects ultimately led to subsequent questions about the independence of the Member's work being raised in public forums, despite having provided interest declarations. It resulted in the public planning discussion unfortunately being clouded and distracted by conflict of interest discussions, taking away from a fulsome planning and public interest discussion.

The panel determined that there have been breaches of the Code that prevented the Member from providing independent professional opinions on two projects that the public could fully rely on. The panel directed that the Member complete an ethics course and that the Member be admonished from continuing the practice of professionally working on files that involve public agencies or boards on which the Member is appointed or elected and that are within the jurisdiction of that agency, or on files that involve any personal ownership interests. For such projects, following the appropriate disclosure, an independent project manager should assume day-to-day project responsibilities.

# Standard of Practice— Disclosure and the Public Interest

Dan Radoja

The OPPI has adopted four Standards of Practice to help members understand the obligations and application of OPPI's Professional Code of Practice. These four Standards are:

1. Independent Professional Judgement
2. Disclosure and the Public Interest
3. Trespass
4. Conflicts of Interest

Disclosure and the Public Interest is an important Standard to understand. It gives guidance in situations in which a member must make a decision that would require the disclosure of information that would normally or specifically be considered proprietary or confidential. It recognizes that a planner has a responsi-

bility to the larger society (public interest) that may at times supersede his or her responsibility to a client or employer.

This Standard of Practice outlines the key steps that a member must follow in such instances. Major considerations to be carefully weighed include whether there is an existing or imminent threat to public health or safety, or whether there has been (or is likely to be) a violation of the law. Members should read the Professional Code of Practice and Standard of Practice carefully in this matter to understand their specific obligations.

Try your hand at completing the word-match puzzle below to test your level of understanding of this Standard of Practice. Check your answers on page 30 of the Journal. Refer to OPPI By-Law 1-86 (as amended 2006-

09-28), Schedule B on page 36 for more details about this Practice Standard.

*Dan Radoja, MCIP, RPP, is a senior environmental planning*

*analyst with the Ministry of Natural Resources in Peterborough and Lakeland District Representative for the Professional Practice and Development Committee.*

## Quiz: Match the questions in column one to the correct responses in column two

### Column 1 Questions

1. What situations may arise among competing obligations?
2. Which two major considerations are involved in determining whether disclosure is warranted?
3. What can be breached if disclosure is in the public interest?
4. What can supersede a planner's responsibility to a client or employer?
5. What are two key factors in determining if a matter is of public interest?
6. What could negate a member's duty to promote the primacy of the public interest and constitute an offence under the Code of Practice?
7. How many steps are outlined in the Code of Practice which provide guidance to members in cases where a matter has been determined to be of public interest and where disclosure is not obligatory at law?
8. What is raised by OPPI's Standards of Practice to ensure the highest standards of conduct and ethics are maintained?

### Column 2 Responses

- A. Health & safety and the rule of law
- B. Conflicts
- C. Three
- D. Awareness
- E. Failure to disclose
- F. Public risk and law violation
- G. Public interest
- H. Confidentiality

Answers on page 30

Thinking People  
Sharing Knowledge  
Building Life

- Planning
- Urban Design
- Market & Real Estate Research
- Financial Feasibility
- Municipal Finance
- Transport Systems
- Municipal Engineering

#### IBI Group

5th Floor - 230 Richmond Street West  
Toronto, ON M5V 1V6 Canada  
tel: 416 596 1930 fax: 416 596 0644

#### Ontario Offices:

Ottawa	613.241.3300	London	519.472.7328
Hamilton	905.546.1010	Mississauga	905.890.3550
Kingston	613.531.4440	Richmond Hill	905.763.2322
Kitchener	519.745.9455	Waterloo	519.585.2255

63 Offices located in major centres across  
Canada, United States, Europe, Middle East  
and Asia

Canada 26 | USA 22 | International 15



www.ibigroup.com

volunteered their time to the Eastern Ontario Visual Character Project. This involved touring our vast area in groups of two to three and pooling our ideas to come up with a perspective on the positive characteristics of Eastern Ontario and a summary of the challenges that the region will be facing in the future. We are targeting this July to have this information posted on an interactive website. This project has been well received and in our opinion, is unique in Canada. It is

hoped that we will be joining other areas (mainly in England) who take the time to get to know and to plan for their areas from a landscape and visual character perspective. Along with myself, the key volunteers for this final phase of the project are Randolph Wang, Jean Guy Bisson and Mike Hendren.

OPPI Council has decided to centralize the writing of cheques. Although this will add an extra step to our procedures, the move makes financial sense and will help secure the Institute's reputation as a leading professional voice in Canada.

This is the last year in my term as Eastern District Chair. It has been a real pleasure and a lot of fun to work with the people who make up the Eastern District Executive, including Charles Lanktree, Kate Whitfield, Sandra Candow, Tim Chadder, Pam Whyte, Colleen Sauriol, Stephen Alexander, Lisa Dalla Rosa, David Levin and Bitia Vorell.

*Donald Morse, MCIP, RPP, is Eastern District Chair. He works with the City of Ottawa.*

## Congratulations!

To the following members who received their Registered Professional Planner (RPP) designation in 2008

Anderl, Katrina ..... SD	Feehely, Mary ..... TD	Kraszewski, Daniel ..... ORD	Riekko, Hans ..... TD
Babarinde, J.A. .... ORD	Finlay, Bruce ..... ED	Kulkarni, Praveen ..... TD	Robinson, Pamela ..... TD
Basi, Rupinder .... ORD (Trans. from PIBC)	Fiorini, Alison ..... ORD	la Fleur, Kristina ..... TD	Rogato, Maurizio ..... ORD
Beard, Philip ..... SD	Fisher, Wendy ..... SD	Lababidi, Omar ..... ORD	Roth, Randall ..... ORD
Beauchamp, Karen ..... ND	Flewelling, Brandon ..... SD	Lambright, Garry ..... ORD	Rubin, Jonathan ..... TD
Becker, David ..... ED	Fourie, Ockert .... TD (Trans. from CIP Int'l)	Lau, Ming ..... TD	Ryuck, Tae ..... TD
Beniston, Gethyn ..... SD	Gallimore, Christina ..... WLOD	Laughlin, Stacey ..... SD	Sacret, Andrew ..... ED
Betel, Fern ..... TD	Gatti, Tony ..... ORD	LeBlanc, Nancy ..... LD	Santo, Amanda ..... TD
Bird, Darryl ..... TD	Genest, John ..... ORD	LeBreton, Diane ..... WLOD	Savage, Jillian ..... ED (Trans. from AACIP)
Birbaum, Leah ..... TD (Reinstated)	Gervais, Christine ..... ORD	Logan, Shannon ..... TD	Scherzer, Randy ..... LD
Boodram, Natalie ..... ORD	Ginsberg, Shawna ..... TD	Lukezic, David ..... ORD	Schilling, Timothy ..... LD
Booth, Beverly ..... ORD	Goodyear, Andrew ..... TD	Lynch, Hugh ..... TD	Shaker, Paul ..... WLOD
Boughton, Michael ..... ED	Goss, Natalie ..... TD (Trans. from PIBC)	MacHardy, Terry ..... ED	Shortall, Kristy ..... ORD
Bray, Carl ..... ED	Guerrera, Carla ..... TD	Malcangi, Sophie ..... TD	Shute, Jeremy ..... SD
Burnett, Ross ..... TD	Hamilton, Shannon ..... WLOD	Mann, Jacqueline ... LD (Trans. from AACIP)	Sibille, Olav ..... WLOD
Burton, Mara ..... TD	Hamlin, Allison ..... TD	Marki, Sandra ..... TD	Sjogren, Andrew ..... TD
Cabrera, Eniber ..... TD	Hardacre, Natalie ..... SD	Martins, Ric ..... WLOD	Spagnol, Brent ..... LD
Campbell, Christopher ..... ORD	Harrison, Kimberley ..... WLOD	McCormack, Kellie ..... SD	Stevens, Lorraine ..... ED
Carman, Wendy ..... ED	Harrow, Justin ..... ED	McDonnell, Maria ..... ORD	Stewart, Paul ..... TD
Carroll, Stuart D. .... LD	Haufschild, Daniel ..... ORD	McKee, Caroline ..... TD	Sutherland, Brian ..... TD
Chan, Alvin ..... TD	(Trans. from CIP Int'l)	McLaren, Shaylagh ..... ORD	Taylor, Scott ..... LD
Chandler, Jocelyn ..... ED	Hauzar, Irena ..... ORD	McNally, Shahna ..... SD	Tomazincic, Michael ..... SD
Choi, Yvonne ..... TD	Hawes, Jessica ..... TD	McWilliams, Trevor ..... SD	Tonazzo, Peter ..... ND
Cline, Teresa ..... ORD	Hertel, Sean ..... TD	Mercier, Diana ..... TD	Tremblay, Serge ..... ED
Collingwood, Tricia ..... WLOD	Heydorn, Christina ..... ORD	Mifflin, Erin ..... WLOD	Trombino, Lino ..... ORD
Collins-Williams, Michael ..... TD	Hibberd, Chris ..... LD	Miller, Laurie ..... ED	Uddin, Zaka ..... TD
Collishaw, James ..... SD (Reinstated)	Hockaday, Craig ..... SD	Milligan, Matthew ..... ORD	Vida, Jennifer ..... TD
Collure, Lalyn ..... TD	Holy, Richard ..... LD	Milligan, Robert ..... TD	Voss, Jennifer ..... SD (Trans. from API)
Conway, Melissa ..... WLOD	Holzman, William ..... ED	Mills, Terry ..... TD (Trans. from CIP Int'l)	Walkey, Krista ..... SD
(Trans. from CIP Int'l)	Houghton, Trevor ..... LD	Morand, Nancy ..... SD (Reinstated)	Wall, Julianna ..... TD
Cooper, Craig ..... SD	Hug, Elise ..... TD	Muradali, Stacia ..... ORD	Walrond, Eva ..... ED
Cooper, Karen ..... TD (Reinstated)	Hughes, Natalie ..... ED	Nethery, Joseph ..... LD	Warren, Andrea ..... WLOD
Cossa-Rossi, Maria ..... SD	Iardas, Helene ..... ORD	Neto, Paula ..... ORD	Watson, Margo ..... ED
D'Souza, Natasha ..... WLOD	Ierullo, Anthony ..... ORD	Nguyen, Hieu ..... ED	West, Emma ..... TD
Daly, Laura ..... LD	Ircha, Michael ..... ED (Trans. from API)	Nwaesei, Justina ..... SD	Whittingham, Carlene ..... TD
Darmanin, Andre ..... TD	Irizawa, Naomi ..... TD	Pascuzzo, Andrew ..... LD	Worobec, Marie ..... TD
(Trans. from CIP Int'l)	Jablonski, Heather ... SD (Trans. from AACIP)	Patano, Sandra ..... ORD	Young, Darryl ..... ORD
De Angelis, Lisa ..... WLOD	James, Heather ..... LD	Patkowski, Britta ..... TD	Young, Suzanne ..... SD
De Cecco, Enrico ..... SD	Jeffery, Judith ..... ED	Pentz, Steve ..... ED	Zaghi, Tiziano ..... LD (Reinstated)
De Francesco, Emily ..... TD	Johnson, Bruce ..... ORD	Perrotta, Joe ..... ORD	Zonena, Annelly ..... TD
De Freitas, Brian ..... TD	Jorgenson, Susan ..... ORD	Peters, James ..... LD	Zuccaro, Nadia ..... ORD
DeVriendt, Chris ..... SD	Keene, Michael ..... ED	Pettenuzzo, Nicole ..... WLOD	
Dilwaria, Manoj ..... WLOD (Reinstated)	Kelly, Jonah ..... ORD	Pierini, Carla ..... ORD	
Dionne, Andrea ..... SD	Kemal, Ozan ..... SD	Pinchin, George ..... ED	
Dionne, Melissa ..... ED	Kennedy, Patrick ..... TD	Ralph, Paul ..... ORD	
Duesling, Pamela ..... WLOD	Kenney, Sean ..... WLOD	Reed, Peter ..... TD	
(Trans. from PIBC)	Kernahan, Matthew ..... WLOD	Rees, Thomas ..... TD	
Duguay, Kevin ..... LD	Knight, Aaron ..... TD	Rehmatullah, Shakir ..... ORD	
Edey, Christopher ..... TD	Kosny, Mitchell ..... TD (Reinstated)	Reid, Susanna ..... SD	
Edwards, Bliss ..... ED	Kozlowski, Adam ..... ND	Rendon, Ruth ..... ORD	

For questions regarding membership, please contact Christina Edwards, Membership Coordinator, at: 416-483-1873 Ext. 222, 1-800-668-1448 Ext. 222, or [membership@ontarioplanners.on.ca](mailto:membership@ontarioplanners.on.ca)

# Looking Back on Lakeland's Year

Mike Sullivan

Lakeland District can look back at a productive and positive year in 2008. Professional development and social programming has remained our constant throughout, thanks to the efforts of Brandi Clement in the Barrie area, Cindy Welsh in Grey County and the combined forces of Rob Franklin and Dan Radoja in Peterborough.

On the professional development side, members benefited from:

- workshops and open houses on the draft Simcoe County Official Plan;
- workshops on Healthy Communities with local Health Units;
- a session on growth management;
- World Town Planning Day events (three locations);
- events implementing OPPI's Healthy Communities initiatives (three locations).

Our social events included:

- our first Annual Ski Day, held on a chilly February day at Blue Mountain Resort, enjoyed by a few brave souls;
- an afternoon cruise aboard Barrie's own Serendipity Princess around beautiful Kempenfelt Bay;
- Lakeland's seventh annual Festivus on November 25 at Georgian Downs (for the record, this event sold out in just two and a half days; those able to get a ticket had a great time);
- a social at a local pub in Peterborough that was well attended.

This year, we have also focused on getting our District administration going. The District Executive met on a few occasions, including a dinner session in Orillia. Our Executive has been working hard to improve communications and information gathering for the benefit of our members.

Lots of exciting things are planned for 2009. A second Ski Day is in the works for the Collingwood-Blue Mountains area. A Curling Day is being planned for February or March in Orillia. There will be summer social events, and, of course, the Eighth Annual

Festivus in November. We are also initiating new ways of keeping track of members (Where are they now?) and of welcoming new and transferring members to the District.

It gives me great pleasure to introduce Marie Leroux, who has graciously taken on the role of Treasurer for our District. Christine

Thompson, our former Treasurer, decided it was time to step down after several years in this role. On behalf of Lakeland District, our thanks to Christine for her invaluable assistance and to Marie for her taking on the role.

Lakeland District is always looking for interested and capable new volunteers. If you are interested in working with a dynamic and energetic group of like-minded professional planners, I want to hear from you. Time commitments range from a few hours per month, to several hours per week. Depending on your

level of interest, a position can be found to meet your schedule. Talk to any current District volunteer or call me at 705-797-2047 ext. 127 or [mike.sullivan@rjburnside.com](mailto:mike.sullivan@rjburnside.com).

*Mike Sullivan, MCIP, RPP, is a senior consultant with R.J. Burnside Ltd as well as chair of Lakeland District.*



Mike Sullivan



#### Consulting Services include:

- Land Market Needs Studies, Demographics and Fiscal/Economic Impact
- Asset Management Strategy and PSAB 3150 Compliance
- Pupil Forecasting, School Requirements and Long Range Financial Planning for Boards
- Water/Sewer Rate Setting, Planning Approval and Building Permit Fees and Service Feasibility Studies
- Municipal/Education Development Charge Policy and Landowner Cost Sharing

4304 Village Centre Court  
Mississauga, Ontario L4Z 1S2  
Tel: (905) 272-3600  
Fax: (905) 272-3602  
e-mail: [info@watson-econ.ca](mailto:info@watson-econ.ca)



**Urban & Regional Planning**  
**Master Planning**  
**Market & Economic Analysis**  
**Geographic Information Systems**  
**Project Management**  
**Economic & Tourism Development**  
**Urban Design**

East: 140 Renfrew Drive, Suite 201  
Markham, Ontario L3R 6B3  
T: 905.513.0170  
F: 905.513.0177

West: 2948 Cliffrose Crescent  
Coquitlam, BC V3E 2T2  
T: 604.941.8283  
F: 604.941.8203

[www.mgp.ca](http://www.mgp.ca)

[www.mgpinfo.com](http://www.mgpinfo.com)



# Happy New Year from the Student Liaison Committee

Jenn Burnett

I hope you all enjoyed the winter break and are ready for another busy semester. The first part of the year brings many opportunities for students to get involved with OPPI. Before we know it, the school year will be over, so plan ahead and take advantage of the upcoming opportunities.

The election results are in the table below. If you are interested in becoming a student rep, elections will begin again in the fall, so look for information in early September.

## Goals for 2009

The committee's goal is to work with the Membership Outreach Committee on a series of visits that meet the needs of the students at each university. This goal is based on feedback from students that they want information about OPPI student membership that is relevant to the current academic year or to their immediate future. Speak to your school rep to find out how to

participate in an online survey and take part in a focus group to generate discussion and ideas on the type of membership information and format that would be relevant to you.

## CAPS Montreal

The Canadian Association of Planning Students (CAPS) Conference Micro to Macro is a great opportunity to meet with other student planners from across Canada. This year the event was held in Montreal at the end of January. OPPI stu-



Jenn Burnett

dent members from each university attended.

## CIP/OPPI Conference

The 2009 Conference, Building a Better World will be held September 30 to October 3, 2009, in Niagara Falls. It is a joint conference with the Canadian Institute of Planners and will draw planners and planning students from across Canada. This is

a great opportunity to present your work through the Interactive Media Café. The deadline for proposals is February 6, and you will be notified by April 30 if your submission has been accepted. If you are interested and would like more information, check the OPPI website, speak with your rep or contact Natasha D'Souza (Natasha.D'Souza@hamilton.ca) or me (burnettj@uoguelph.ca).

## Notification of Elections for Student Delegate

The election process for the Student Delegate position for 2009-2010 began in January, with a call for nominations in the Members Update e-newsletter.

All nominations are due by March 1 and the new delegate will be announced by April 15. This is an important opportunity for the individual who takes this position and it is open to all OPPI student members. More information about this position is available in the Student Representative & Delegate handbook on the OPPI website in the Students area or you can contact me directly if you have any questions.

Good luck with your studies and remember to get involved!

*Jenn Burnett can be reached at burnettj@uoguelph.ca. She is the OPPI Student Delegate 2008/2009.*

## STUDENT REPRESENTATIVES

Queen's University	Bitia Vorell David Levin
Ryerson University	Murray White Meghan O'Donnell
University of Guelph	Katarina Vuckovic Tristan Lefler
University of Toronto	Anna Wong Anthio Yuen
York University	Adam Zendel Jane McFarlane
University of Waterloo	Caitlin Graup Chris Langley
Student Delegate	Jenn Burnett



## Avoid land mines... call the land minds

Thomson, Rogers is a leader in Municipal and Planning Law. Our dedicated team of lawyers is known for accepting the most difficult and challenging cases on behalf of municipalities, developers, corporations and ratepayer associations.

Call Roger Beaman, Stephen D'Agostino, Jeff Wilker, or Al Burton at (416) 868-3157 and put the land minds at Thomson, Rogers to work for you.



BARRISTERS AND SOLICITORS, SUITE 3100, 390 BAY STREET  
TORONTO, ONTARIO, CANADA M5H 1W2 FAX 416-868-3134 TEL. 416-868-3100

Editorial

# Just in Time Spending Not Supported by Current Service Delivery Models

Glenn Miller

ONE OF THE INHERENT CHALLENGES with the decision to focus on infrastructure investment as a way of stimulating the flagging economy is that infrastructure projects typically take a long time to get off the ground. David Pecaut, a senior partner with the Boston Consulting Group and chair of the Toronto City Summit Alliance, a not-for-profit, non-partisan group formed to improve the Toronto region's social, economic and environmental fabric, recently addressed this problem directly.

Speaking at a seminar organized by the Canadian Urban Institute, Pecaut discussed the dilemma facing government decision makers regarding infrastructure. He argued that the current model of delivering infrastructure is not working well. "Investing in projects like social housing refurbishment, federal building retrofits, community hubs, and arts and cultural infrastructure has tremendous potential to generate jobs, save energy, and drive a green economy," he suggested. Pecaut also drew unfavourable comparisons between Canada's track record in project implementation and other jurisdictions like China and Spain—places that have demonstrated how to move from vision to construction and project completion of massive infrastructure projects in less time than Canada takes to carry out an environmental assess-

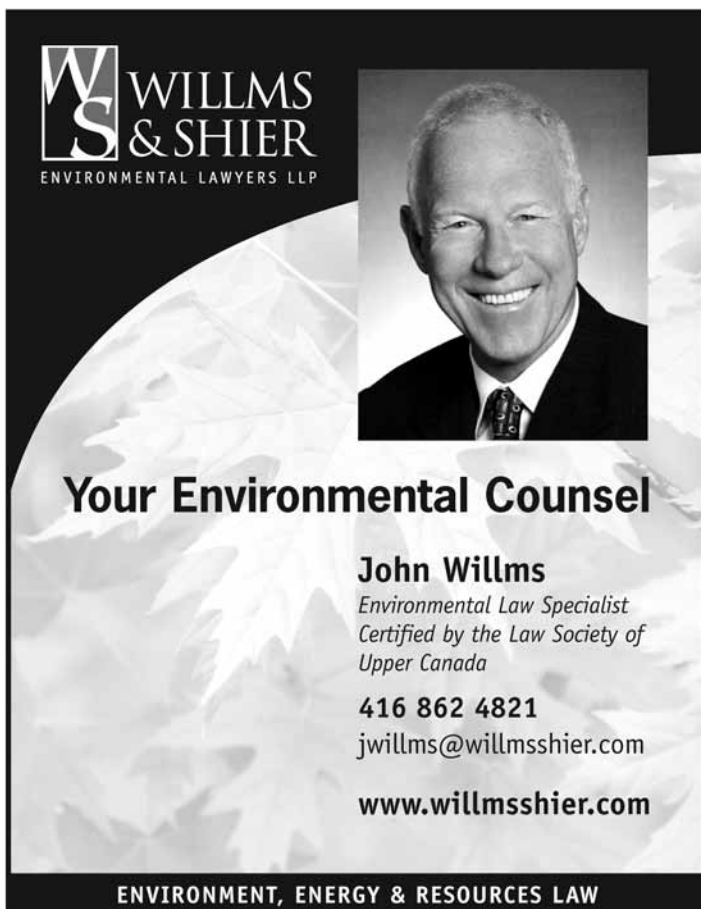
ment. "What is needed," he suggested, "is an independent czar or czarina— someone with impeccable credentials—with a mandate to get results."

Pecaut also drew attention to another critical problem in desperate need of a solution: Canada's border crossings. Since 9/11, the Canada-US border has become increasingly impermeable, with significant impacts on the economy. The technology and know-how to pre-clear just-in-time freight exists: what is lacking is the will to broker solutions.

Speaking at the same event, Marni Cappe, incoming president of CIP, identified the need for better quality information to support decision-making, an issue that the National Round Table on Sustainable Infrastructure intends to address. As a member of that group, Cappe can play a key role in helping to integrate this initiative into the day-to-day planning activities in which OPPI members are engaged.

A concern noted in this space in the September/October edition is finally beginning to be noticed. Federal funding of tripartite programs for daycare spaces is to stop at the end of the fiscal year, which will affect thousands of working parents in Ontario. This does not bode well for Healthy Communities.

*Glenn Miller, FCIP, RPP, is editor of the Ontario Planning Journal and vice president, education and research, with the Canadian Urban Institute. He can be reached at editor@ontarioplanning.com.*



**W S WILLMS & SHIER**  
ENVIRONMENTAL LAWYERS LLP

**Your Environmental Counsel**

**John Willms**  
*Environmental Law Specialist  
Certified by the Law Society of  
Upper Canada*

**416 862 4821**  
jwillms@willmsshier.com  
**www.willmsshier.com**

**ENVIRONMENT, ENERGY & RESOURCES LAW**

## Letters

### Let the Pension Funds Do Their Job

I read with interest Paul Bedford's article "Decision Time for Metrolinx—The last chance to get it right." From a planning

point of view there has not been such a coherent strategy and plan since the Toronto Centred-Region Plan was introduced in the late sixties.

It is time we implemented the Metrolinx plan. What we need is not just a plan but a bold strategy of financing the capital projects the plan contains . . . and we need a corporate governance model that is above reproach.

#### LETTERS TO THE EDITOR

If you have any comments about what you see or read in the Journal, send your letters to: editor@ontarioplanning.com

#### Formatting Do's and Don'ts

Do name your files ("OPPI article" *doesn't* help) and do include biographical information. Don't send us PDFs. Don't embed graphics with text, or text in text boxes.

The pools of capital are available—the pension funds (largely public ones, for example, OMERS, Ontario Teachers, CPPIB) are bursting with cash despite the economic realities of the moment, and keep falling over themselves to make infrastructure investments in Europe and Asia.

The financial instruments and regulatory structures need to be developed to allow these projects to proceed unencumbered by a sometimes hostile bureaucracy at all levels of government. In addition, the Metrolinx projects need to be free of political interference that keeps investors from investing and worthy projects from proceeding. Much of the Metrolinx plan does not need taxpayers' dollars to proceed. The (projects) need financial structures that allow for a reasonable return on investment to open up pension fund coffers and allow the public pension funds to start investing at home. Many planners are members of these pension funds so it is their interest that these instruments be created.

The financial community on Bay Street is doing a lot of soul searching at the moment and financing the Metrolinx plan might be a positive thing to get the Toronto region moving again.

*John H. Walker, M.E.S. MCIP, RPP, is a former Founding Director of the Greater Toronto Airports Authority, and is currently Chairman of US Geothermal, a renewable*

*power company based in Boise, Idaho, and Managing Partner of Aurion Infrastructure Inc., a North American infrastructure fund based in Toronto.*

#### Claims for CCU Overblown?

The Urban Design section of the Journal is one I always turn to. Urban design is a component of planning which until relatively recently was absent both from planning education and planning practice in a sort of no man's land somewhere between planning and architecture. I have been pleased to see this deficiency recognized and the creation of the Council of Canadian Urbanism is a step in the right direction. However, I cannot believe some of the hyperbole that this new organization is promoting. Statements such as: "There is a unique Canadian protocol for how the planning and design process is managed . . . ; There is a distinct Canadian Urbanism, a shared approach and perspective to cities and city building . . . ; The success or failure of Canada depends . . . to a significant extent . . . on the implementation of a successful Canadian Urbanism." These claims have absolutely no basis in fact.

By all means let Canadian planners promote urban design (with a strong role for CIP) but do not start with the fiction that there is a unique Canadian aspect to it or that it is something that needs to be wrapped in the flag. This strains the credibility of the Council of Canadian Urbanism before it has even produced its Charter.

—Nigel Brereton MCIP, RPP (Ret.)

#### Trees the Root of Goodness

I am a first year planning student at the University of Waterloo. While waiting for my next class to start I came across the *Ontario Planning Journal* (Vol 23 No 5) and found it rather intriguing how dedicated some citizens are in livening up their communities with trees. I myself am a tree hugger (whoop) and annually participate in an event called York Region's Water Fest, where I teach elementary kids and their parents how to plant trees, hopefully inspiring them to decorate their front yards, and passing on the knowledge. I just wanted to thank you for a good read.

—Jacqueline Lee

**MACAULAY SHIOMI HOWSON LTD.**  
MUNICIPAL AND DEVELOPMENT PLANNING SERVICES

*Professional Land Use Consulting  
Services since 1981*

600 Annette Street, Toronto, ON M6S 2C4  
T 416 487 4101 F 416 487 5489  
Email mshmail@mshplan.ca Web www.mshplan.ca

You know where you want to go. Get there with our expertise in litigation, corporate, property and government law. To learn more about our municipal law team, visit us at [www.weirfoulds.com](http://www.weirfoulds.com)

Finish ahead. **WeirFoulds**

Protect your future. Gain a strategic advantage. WeirFoulds LLP.

416.365.1110  
[www.weirfoulds.com](http://www.weirfoulds.com)

 **KENTRIDGE JOHNSTON LIMITED**  
PLANNING CONSULTANTS

*Project Management  
Land Use / Policy Planning  
Development Approvals  
Expert Testimony*

**Paul E. Johnston, MCIP, RPP**  
[Johnston@planners.to](mailto:Johnston@planners.to)  
Ext. 222

**Adrian R. Litavski, MCIP, RPP**  
[Litavski@planners.to](mailto:Litavski@planners.to)  
Ext. 223


185 Carlton Street  
Toronto, Ontario  
M5A 2K7  
P: (416) 323-1444  
F: (416) 323-0388

**Weston Consulting  
Group Inc.**

- Urban and Regional Planning
- Project Management
- Property Reuse Strategies
- Options Analyses
- OMB Representation

**Planning and Urban Design Services since 1981**

201 Millway Ave., Unit 19, Vaughan, Ontario, L4K5K8  
Tel: 905-738-8080, 1-800-363-3558, Fax: 905-738-6637  
[www.westonconsulting.com](http://www.westonconsulting.com)



# The Unbearable Dreariness of PowerPoint

Philippa Campsie

**R**ECENTLY I WAS LISTENING to a presentation and counting the number of people in the room using their BlackBerries. The numbers seemed unusually high. Then I glanced back at the screen, and immediately wished I owned a BlackBerry.

Dreary PowerPoint slides with tiny type, much of the available space taken up by the logo of the firm that the speaker represented. I began to count again – this time, waiting for the words I knew were coming. And, yes, 6 minutes into a 15-minute presentation, I heard them: “You may not be able to see the numbers on this slide, but...”

One day, when somebody says that, I am going to walk out. Those words mean, “Not only am I a lousy communicator, but I’m not even *trying* to engage the audience. I know you can’t read this slide and I don’t care.”

After all that has been said about crummy PowerPoint slides, you’d think that the message might be getting through, but no. I still see unbelievably bad slides created by otherwise intelligent professionals. Cluttered slides. Unreadable slides. Slides devoid of content. Cheesy clip art. Typos.

Some people might pass the buck. “Actually, my executive assistant put the deck together.” To which the answer is: “Then for heaven’s sake, get that person some training.”

Now, I know budgets are tight. So here are some rules for your executive assistant. Don’t thank me. I’m doing this as much for my sake as for yours.

1. Check for readability. Put your slides in slide sorter view. Can you still read them?



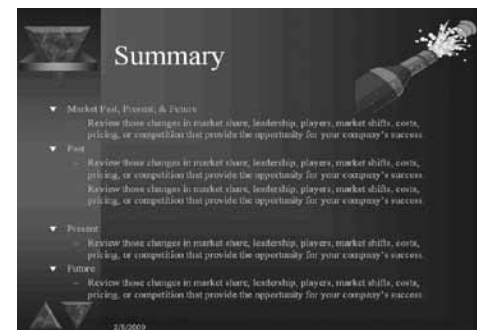
Philippa Campsie

- Or use this rule: the *minimum* font size should be the age of the oldest person in the room, divided by two.
2. Lose the logo. Use it on the first and last slide, then omit it for the rest of the presentation, so you have the whole space to work with. Avoid all designs that make parts of each slide unusable.
  3. Use a consistent design throughout. The cobbled-together look of slides taken from different sources suggests that you have no ideas of your own.
  4. Ensure the greatest possible contrast between any type and the background colour. You may be presenting in a room flooded with sunlight, or with a light shining right on the screen. Don’t create something that can be seen only in a completely darkened room. People will complain they can’t see their BlackBerries.
  5. Avoid clip art. It screams “amateur,” and that’s not what you want the audience to think, is it? But use photographs wherever you can. Not stock photos, which are the high-resolution version of clip art, *real* photographs. And they should be *big*, filling the whole screen. *Illustrate* your talk, don’t just repeat it in writing.
  6. Avoid tables. Use bar charts, graphs, and pie charts, so the audience can interpret them at a distance.
  7. If you must use slides with words, prune them to the minimum number of words necessary to do the job. No second- and third-level bullets. And never, *ever*, read your slides word-for-word to the audience – unless you want to see a spike in BlackBerry use.
  8. When in doubt, take it out. Most presentations are too long and contain too much data. Result: the audience goes away with a jumble of impressions, not a clear message. Eliminate filler, transitions, clichés, motherhood statements, the initial outline, and long quotations.
  9. Get someone else to proofread the slides. Please. The spell checker won’t save you from missing words, misused words (there/their/they’re, form/from, etc.), or ambiguous wording.

10. Do not create the presentation using PowerPoint. Create it in your head, or in a notebook, or on a whiteboard, or on a bunch of Post-It notes, or on the back of a cocktail napkin. Of all the instructions, this is the hardest to follow, but it’s what really good presenters do. They start with a clear plan of action, and once they know where they’re going, they find slides to complement their message.

This is just for openers. You can follow these rules and still give a bad presentation if you speak in a monotone, fail to illustrate your points with memorable analogies or anecdotes, do not organize your ideas in a way the audience can remember, and provide content that does not match the needs or knowledge level of the audience.

Actually, I lied: here is the hardest instruction to follow. Try giving a talk with no PowerPoint at all. At that presentation I



Don't celebrate this

attended, the very next person who got up to speak had no slides, and I was riveted to every word she said.

Further resources: check out [www.presentationzen.com](http://www.presentationzen.com) (or read *Presentation Zen* by Garr Reynolds) and <http://slideology.com> (the book is *Slide:ology* by Nancy Duarte). BlackBerry shares should plummet.

*Philippa Campsie does not have a BlackBerry. She is principal of Hammersmith Communications and deputy editor of the Journal, 416-686-6173 or [pcampsie@istar.ca](mailto:pcampsie@istar.ca).*



Planning Futures

# Yes We Can—But Will We?

Paul J. Bedford



The Canadian Embassy welcomed the new President

I AM WRITING MY FIRST COLUMN of 2009 from Washington, D.C. during the first week of President Obama's new administration. It is an amazing time to be here while the city is still glowing from the aftermath of the inauguration. Pictures of the president are everywhere, including on the Canadian Embassy on Pennsylvania Avenue, with the words "Canada salutes President Obama." One can feel the energy in the city and see the sense of hope on people's faces everywhere. The words "Yes We Can" may be the three most important words of our time.

The start of a new year with fresh political leadership brings enormous challenges. Given the precarious state of the economy in both the United States and Canada and the recently announced financial stimulus budgets in both countries, many questions arise. Will the unprecedented deficits actually work to produce the desired results? How will cities fare over the coming years?

## Never Let a Crisis Go to Waste

These powerful words have become the mantra of President Obama's new Chief of Staff, Rahm Emanuel. They are timely, given the opportunity to target massive federal spending in both the United States and Canada to leg-

acy infrastructure, a smart economy, a sustainable environment and permanent job creation. National investment of such magnitude should also embrace urban investment. Spending should help advance complete communities and seize the opportunity to foster positive lifestyle changes.

The current economic crisis should also inspire Ontario's planners to reach new heights in policy, financial, innovative and legislative agendas. The well-worn and often meaningless test of "good planning" should be replaced with "great planning." It should be achieved primarily through innovative new approaches and new mindsets, not through more regulation or by dressing up old ideas and practices. Putting parsley around the plate doesn't change the composition of the dinner!

One would think the depth of the economic crisis should be enough to call into question unsustainable planning and development practices, but the *Toronto Star* recently ran a big article about a new 3,000-home subdivision in Vaughan which, of course, would be 100 percent car-dependent and required an official plan amendment and rezoning. Nothing seems to have changed.

## Don't Just Fix the Economy: Re-invent It

After spending two weeks driving through many U.S. cities and towns on the east coast, I can see evidence of new attitudes starting to take place, especially in suburban America. No new malls are being built anywhere. I saw no new subdivisions. The landscape is littered with dead malls, abandoned plazas and empty power centres. In many cases, these former malls are being transformed into mixed-use neighbourhoods with a range of rental and ownership housing. Community centres, libraries, health centres and recreation facilities are also being developed into the fabric of former malls. This is a fascinating subject that I intend to write about in future columns.

In short, tough times in the United States are being met by inspired leadership. President Obama is seizing the opportunity of a crisis by mobilizing Americans to be part of the solution to their problems. This opportunity is being translated into urban transformation, environmental reform, and investments in health care and education. The overall goal is to re-invent the economy not just fix it.

## Where is Canada's urban agenda?

In contrast to the transformation visible in the United States, the recent Canadian federal budget is characterized by a series of measures that will help Canadians only temporarily. Perhaps the most dramatic difference is how the two countries see cities fitting into a recovery agenda. In the U.S. cities are front and centre. President Obama is, after all, a man of the city, coming from Chicago. He has been called the "metropolitan candidate" who has raised expectations among planners and urbanists. Cities are part of his agenda and he has created a cabinet-level Office of Urban Policy.

Obama's Secretaries of Housing and Urban Development and Transportation, along with the Office of Urban Policy, will operate as an integrated group. The Director of Urban Policy will report directly to the President, and will target and coordinate all federal urban programs. The Director is Adolfo Carrion, a trained urban planner and former Bronx borough president, who understands cities. Clearly, it is far too early to determine

how the future will unfold, but the creation of a cabinet position and the president's personal commitment to changing energy policy should generate an activist, green and progressive urban policy.

In Canada, Prime Minister Harper has no urban agenda. Cities are not part of his thinking for economic recovery. Jane Jacobs once said that if Canada didn't have prosperous cities, it would be a third-world economy. We know that cities are the economic engine of our national economy. So I find it mind-boggling that the federal budget did not include any support for transit, which is the common glue of all successful cities and regions. I thought intelligent people understood the power of investing in urban transit.

When we borrow from future generations, we should invest in future generations at the same time. Building more roads not only generates more traffic, but also generates permanent ongoing liabilities, consuming tax revenue forever. More roads and more cars also generate more greenhouse gases and perpetuate an outdated mindset. Transit produces a legacy investment for current and future generations, reduces greenhouse gas emissions and is a powerful city-building tool that shapes land use patterns.

If the same money targeted for roads were to be used to buy new equipment, upgrade and electrify commuter rail lines, and build new high-speed passenger service and freight rail corridors, massive economic benefits would result. While there were a few lines in the budget acknowledging the need to renovate Union Station, Canada's busiest transportation hub, and a general reference to high-speed rail, there was no commitment to a fundamental change in mindset. It appears that Canada runs the risk of huge ongoing deficits over the next five years with very little to show for it.

Where is the leadership to build a 21st-century urban Canada? Where is the passion

and determination of leaders like Sir John A. MacDonald, who got a rail line built across Canada in the mid 19th century? He must be turning over in his grave!

#### Bottom Line

My stay in Washington was invigorating and inspiring. The optimism surrounding such an energetic president is catching. In talking with people from all walks of life, I got a real sense that Americans appreciate the tough talk from President Obama about the need to confront their problems and address them. I don't get that same feeling in Canada. For example, we have wonderful plans for building great transit networks in the Greater Toronto and Hamilton area, in Waterloo and in Ottawa, but we lack the determination to find new revenue sources to pay for it. The absence of the federal government in partnering with Ontario and municipalities to invest in transit is shocking and pathetic.

A crisis is a rare opportunity to do things that would normally be very difficult or impossible to do. Unfortunately, it looks like the federal government will run up a massive \$85 billion deficit over the next five years and will have missed the unique opportunity to address the 21st-century urban reality of Canada. I fear that when the crisis is past, we will wonder why nothing has changed. I sincerely hope I am wrong.

*Paul Bedford, FCIP, RPP, is the Ontario Planning Journal's contributing editor for Planning Futures. He is also an urban mentor, and teaches at the universities of Ryerson and Toronto, a director of Metrolinx, and is a member of the Waterfront Design Review Panel and the Planning Committee of the National Capital Planning Commission. Paul is also a senior associate with the Canadian Urban Institute.*

#### Heritage

## Ontario Heritage Planners Network

Michael Seaman

**T**HE MUNICIPAL HERITAGE PLANNERS OF Ontario held their bi-annual meeting in Oakville in mid-January. The group comes together twice a year to share information about current issues and recent projects and to network with others in this subgroup of the planning profession. Our peers are one of our most important sources of continuous professional learning. By understanding the successes and failures of those working on similar projects, heritage planners can save time and achieve better outcomes.

Municipal Heritage Planners work with municipal heritage advisory committees, review heritage permits and establish heritage conservation districts. Unlike other municipal planners, this subgroup is often so specialized that there are usually no more than one or two people working on heritage planning within an average municipal planning department. The in-house sharing of ideas that is possible for development or policy planners, for example, simply does not exist in heritage planning.

It used to be that the only networking opportunities among professionals were at heritage conferences like the Heritage Canada Foundation's Annual Conference, or the Community Heritage Ontario Conference (an association of municipal heritage advisory committees). While these conferences represent good learning opportunities, there was rarely an opportunity to focus purely on the



**mbpc**  
**Monteith Brown Planning Consultants**  
*Vision • Depth • Commitment*

Planning Specialization in:  
**Municipal • Development • Design • Leisure • Libraries • Culture • Consultation**

610 Princess Avenue | London, Ontario | N6B 2B9  
 Tel: (519) 686-1300 | Email: mbpc@mbpc.ca

**Answer Sheet**  
 To the Standard of Practice  
 Word Match Quiz, pg 22

1B, 2F, 3H, 4G, 5A, 6E, 7C, 8D



Networkers in action



... in harmony

specialized practice of municipal heritage planning.

This began to change in 1997, when Mark Warrack, Heritage Coordinator for the City of Mississauga, invited colleagues from nearby municipalities to a meeting at the Benares Estate in Clarkson to discuss issues of common interest. For the first time, there was an opportunity for municipal heritage planners to talk with colleagues about their common experiences. It was a great success, and there are now two meetings held each year across Southern Ontario.

Heritage planners from the provincial government and the Ontario Heritage Trust have also joined the network. Their participation allowed the network to provide input into the development of the new *Ontario Heritage Act*,

drawing on the experiences of professionals who work most closely with heritage legislation. Once the new Act was proclaimed in 2005, the network provided opportunities to discuss implementation.

What is now known as the Ontario Heritage Planners Network has gradually increased to 45 heritage professionals from 18 municipalities as well as staff from the Ministry of Culture, the Ontario Heritage Trust and the Heritage Canada Foundation.

A meeting typically begins with a roundtable discussion of current issues in each municipality, followed by a discussion of hot topics. At the most recent meeting, one such topic was the Willowbank School of Restoration Arts. Executive Director Julian Smith was present to talk about his school, located near

Queenston, which is training some of the most talented conservation craftspeople and tradespeople in Canada. This is an important subject for heritage planners, since finding skilled artisans who know how to do proper restoration work is essential to achieving successful conservation outcomes.

The other hot topic was official plans. Almost all municipal planners present were in some stage of official plan review. Examples of effective heritage policies from across the province were discussed, giving everyone the opportunity to learn ways to make their own official plans as advanced as possible in terms of heritage planning policy.

The next meeting of the network is scheduled for the end of September 2009, during the Heritage Canada Conference in Toronto. With planners attending from across Canada and around the world, the Toronto meeting is sure to provide an excellent opportunity for cross-pollination of ideas.

Heritage Canada has taken its support for a nationwide network of heritage planners a step further with the creation of AGORA L – an online information sharing portal for heritage conservation professionals. To join AGORA L, simply send a message to [agora-l@heritagecanada.org](mailto:agora-l@heritagecanada.org).

*Michael Seaman, MCIP, RPP, is Manager of Heritage Planning with the Town of Oakville, and contributing editor for Heritage for the Ontario Planning Journal.*

## planningAlliance

*community planning  
urban design  
infrastructure  
housing*

205 - 317 Adelaide Street West  
Toronto, Ontario M5V 1P9  
t 416 593 6499  
f 416 593 4911  
[www.planningalliance.ca](http://www.planningalliance.ca)

**John van Nostrand, MCIP, RPP, FRAIC**  
[jvannostrand@planningalliance.ca](mailto:jvannostrand@planningalliance.ca)



## Planning Urban Design Landscape Architecture

Kitchener  
(519) 576.3650

Vaughan/GTA  
(905) 761.5588

London  
(519) 858.2797

Kingston  
(613) 384.7067

Barrie  
(705) 728.0045

[www.mhbcplan.com](http://www.mhbcplan.com)

the  
**randolph**  
group

- ☒ strategic planning
- ☒ organizational effectiveness
- ☒ governance
- ☒ facilitation services

carolyn kearns  
michael rowland  
susan wright

[www.randolph.on.ca](http://www.randolph.on.ca)

111 king street east, 3rd fl  
toronto, ontario M5C 1G6  
t/ 416 368-7402

[consult@randolph.on.ca](mailto:consult@randolph.on.ca)

# Up the Downspout: Why Toronto Needs the Queen Subway Line

Andrew Johnson

**T**ORONTO'S RAPID TRANSIT NETWORK servicing the downtown core is at capacity. This is particularly evident on the Yonge subway line and the two stations that connect the Bloor-Danforth line with the Yonge-University line. The downtown condominium boom and the population explosion in the regions outside Toronto will only increase the demands placed on this infrastructure.

Metrolinx's Regional Transportation Plan (RTP) identifies 56 proposed transit infrastructure projects to improve travel in the Greater Toronto Hamilton Area (GTHA). Of these, 42 are intended to improve capacity and connectivity for trips originating or terminating outside the downtown core,

while 14 projects address network capacity deficiencies in downtown Toronto. Of these 14, only two projects (the Waterfront West LRT and the Downtown Core Subway) address downtown capacity issues, while the remaining 12 address inter-regional trip patterns via GO Transit improvements.

While improved transit outside the downtown core is necessary to address overall congestion, these projects will do little to relieve the downtown bottleneck.

One solution that has been proposed over the past century is the Downtown Relief Line (DRL); also known as the Queen subway. This proposal has been passed over for various reasons, including budget cuts, and other more "urgent" projects. However,



Queen and Bay



**BA GROUP**  
Transportation  
Consultants

Movement in Urban Environments

BA Consulting Group Ltd.  
45 St. Clair Avenue West, Suite 300 Toronto, Ontario M4V 1K9  
416.961.7110(tel) 416.961.9807(fax) www.bagroup.com



**Ruth Ferguson Aulhouse**  
MCIP, RPP, President  
Urban and Regional Planning

230 Bridge Street East  
Belleville, ON K8N 1P1  
P: 613.966.9070

Email: ruth@rfaplanningconsultant.ca  
Website: rfaplanningconsultant.ca



**DESIGN PLAN SERVICES**  
TOWN PLANNING  
CONSULTANTS

900 The East Mall, Suite 100  
Toronto, ON M9B 6K2  
Tel: 416.626.5445  
Fax: 416.620.6665  
Email: Mail@DesignPlan.ca  
Web: www.DesignPlan.ca


Specializing in Community  
and Neighbourhood Design

# bmi | pace

Planning | Urban Design | Architecture | Landscape Architecture

Brook McIlroy Planning + Urban Design | Pace Architects

51 Camden Street, Suite 300 Toronto, Ontario M5V 1V2 t 416.504.5997 f 415.504.7712  
www.brookmcilroy.com



**urbanMetrics Inc.**  
market, economic and strategic advisors

- Market Research and Analysis
- Economic Impact Analysis
- Economic and Tourism Strategies
- Site Selection
- Location Analysis and GIS
- OMB and Litigation Support

67 Yonge Street, Suite 1501  
Toronto, Ontario, M5E 1J8  
Phone: 416.351.8585

Doug Annand • Rowan Faludi • Lynne Davidson • Peter Thoma

www.urbanmetrics.ca 1.800.505.8755



given the current transit and overall transportation situation in Toronto, the DRL is once again needed.

### Demand and capacity

Passenger flows operate in the same way as water flowing through a funnel. There are two parts to every funnel, the wider opening where water enters, and a narrower spout through which the water exits. In this analogy, the spout represents the two subway lines that service the downtown (the Yonge and University subway south of Bloor Street), while the wide mouth of the funnel represents suburban transit networks that connect the area beyond the downtown core to the downtown (that is, subway network north of Bloor Street, connecting bus and streetcar lines, and suburban transit systems).

Toronto's rapid transit network servicing downtown is at or near capacity. In 2006, the Yonge subway south of Bloor carried an average of 28,000 peak-hour passengers, with a capacity of 30,800 peak-hour passengers. In effect, the narrow width of the spout is restricting the amount of liquid that can flow through.

By 2031, improvements to the Yonge subway (such as signal improvements and new rolling stock) will increase the overall capacity of the line to 48,048 peak-hour passengers an hour. However, demand is also projected to increase to between 39,000 (the TTC's estimate) and 42,000 (Metrolinx's estimate) peak-hour passengers. Even with the capacity improvements in place, the overall level of congestion on the line is expected to decrease by only 3.5 percent.

Much of this ridership is generated not only from the Yonge subway, but also the east-west Bloor-Danforth line. The two most heavily used stations in Toronto's entire network are the transfer stations at Bloor-Yonge (184,450 passengers a day) and St. George (105,880 passengers a day). These two points represent constrictions on the system.

### Why the Downtown Relief Line?

Given the ridership figures and projections above, the DRL is the best option for relieving the forecasted ridership growth bound for downtown Toronto, including on the heavily congested Yonge line.

The DRL would provide a bypass for passengers from the eastern and western extremities of the Bloor-Danforth subway to reach downtown, reducing pressure at the two transfer stations and the portion of the Yonge-University line south of Bloor. Dundas West and Pape stations would act as transfer points in the west and east, respectively.



**LGL LIMITED**  
environmental research associates  
www.lgl.com  
Since 1971

- Environmental Assessment and Planning
- Aquatic, Terrestrial, Wetland and Marine Studies
- Watershed Restoration and Natural Channel Design
- GIS, GPS and Remote Sensing
- Environmental Permitting, Inspections and Monitoring
- Site and Route Selection
- Airport/Landfill Bird/Wildlife Management and Control

**KING CITY—HEAD OFFICE**  
22 Fisher St., PO Box 280  
King City, Ontario, L7B 1A6  
T 905-833-1244  
F 905-833-1255  
kingcity@lgl.com

**BURLINGTON**  
3365 Harvester Rd, Ground Floor  
Burlington, Ontario, L4N 3N2  
T 905-333-1667  
F 905-333-2660  
burlington@lgl.com



An asset to you  
and your company.  
Become a member  
today!

**CPTED Ontario**  
www.cptedontario.ca

\$40 individual  
\$350 corporate  
(2 year term)



**BLS Planning Associates**  
SERVING MUNICIPALITIES AND THE  
DEVELOPMENT INDUSTRY IN ONTARIO  
St. Catharines Burlington  
(905) 688-1130 (905) 335-1121  
FAX (905) 688-5893 FAX (905) 688-5893  
E-mail: [planning@blsplanning.on.ca](mailto:planning@blsplanning.on.ca)  
Better Land Use Solutions



**BOUSFIELDS INC.**

LAND USE PLANNING  
URBAN DESIGN  
COMMUNITY DESIGN  
PROJECT MANAGEMENT  
ONTARIO MUNICIPAL BOARD HEARINGS

3 Church Street, Suite 200  
Toronto, Ontario M5E 1M2  
t 416.947.9744  
f 416.947.0781  
[bousfields@bousfields.ca](mailto:bousfields@bousfields.ca)  
[www.bousfields.ca](http://www.bousfields.ca)



**LARKIN ASSOCIATES**  
planning consultants inc  
[www.larkinassociates.com](http://www.larkinassociates.com)  
905.895.0554

Not only would the DRL relieve congestion on the downtown portion of the subway system, but it would also intersect or overlap portions of the nine streetcar routes that service downtown Toronto. These routes account for approximately 215,000 passengers a day, or 45 percent of the volume that the Bloor-Danforth Subway currently carries. The 506 Carlton, 501 Queen, 505 Dundas, 504 King/508 Lake Shore, and 510 Spadina/509 Harbourfront each carry between 35,200 and 47,900 passengers a day, approximately the same volume per day as the Sheppard Subway (41,290 passengers a day).

Metrolinx has analyzed the prospect of a DRL and completed ridership projections for 2031. If the DRL were built, the peak-hour demand on the Yonge line South of Bloor would drop from an estimated 39,000 peak-hour passengers to 25,100, with 17,500 being diverted onto the DRL. This projection for usage of the DRL does not include those prospective riders who would switch from using streetcars to using the DRL to reach downtown.

However, the project is not identified as a priority in the Metrolinx RTP. The DRL is mentioned in the 25-year timeframe among

56 potential projects, but not in the shorter 15-year timeframe, which includes 38 other initiatives.

### Widen the spout first

In other words, Metrolinx is proposing to channel additional volume through the funnel (by proceeding with projects in the suburban regions), without expanding the spout (the capacity of the downtown transit network to handle an increased volume of passengers). If the spout is not enlarged, pouring more liquid into the funnel will not increase the rate at which the liquid exits the spout, and will cause the liquid to overflow. Similarly, improving the capacity of rapid transit in suburban areas without expanding capacity in the downtown will result in lost trips, as frustrated passengers find other means of travel to downtown (for example, single-occupant vehicles) or avoid the downtown core altogether.

An expanded spout would better serve the projected increase in transit ridership from suburban rapid transit expansion, because the efficiency of the flow is determined by the capacity of the spout, not the capacity of the funnel.

The DRL is the best long-term solution for this problem. The DRL needs to be a priority for Metrolinx, not a project to begin a minimum of 15 years from now.

*Andrew Johnson is a fourth-year student at Ryerson University's School of Urban and Regional Planning. All the statistics in this article are derived from published TTC documents. Andrew was a student in Dennis Kar's transportation planning class at the school. Dennis Kar, MCIP, RPP, is the Ontario Planning Journal's contributing editor for Transportation and an Associate with Dillon Consulting.*



**GAGNON  
LAW  
BOZZO**  
URBAN PLANNERS LTD.  
Established 1990  
21 Queen Street East, Suite 500  
Brampton, ON L6W 3P1  
t: (905) 796-5790  
f: (905) 796-5792

Visit our new website  
[www.glbplanners.com](http://www.glbplanners.com)

Creating sustainable, liveable  
and attractive communities

**URBAN STRATEGIES INC.** PLANNING & URBAN DESIGN

197 Spadina Avenue, Suite 600  
Toronto, ON Canada M5T 2C8  
tel 416 340 9004 fax 416 340 8400  
[www.urbanstrategies.com](http://www.urbanstrategies.com)



**HGC ENGINEERING**  
noise - vibration - acoustics

2000 Argentia Road,  
Plaza 1, Suite 203  
Mississauga, Ontario  
L5N 1P7  
P: 905-826-4044  
F: 905-826-4940

Consulting Engineers specializing in  
**Noise, Vibration & Acoustics**

Offering sound acoustical engineering services to planners, developers, municipalities, and builders.

- Noise and vibration control in land use planning
- Noise and vibration studies, residential and commercial
- Building acoustics and noise control
- Expert witness testimony
- Peer review services
- Land use compatibility assessments

[www.hgcengineering.com](http://www.hgcengineering.com) HOWE GASTMEIER CHAPNIK LIMITED



**DILLON CONSULTING**

Infrastructure Communities  
Environment Facilities

Offices Across Canada and International  
235 Yorkland Blvd., Toronto, Ontario  
416.229.4646

[www.dillon.ca](http://www.dillon.ca)



building a better  
**world**  
CIP / OPPI CONFERENCE  
NIAGARA FALLS, ONTARIO  
SEPT. 30 - OCT. 3, 2009



construire un meilleur  
**monde**  
CONGRÈS ICU / IPPO  
NIAGARA FALLS (ONTARIO)  
30 SEPT. AU 3 OCT. 2009



## Be sure to join us... **CIP/OPPI Conference**

*Building a Better World:  
Practical Solutions to Challenging Issues*

September 30 - October 3, 2009  
Niagara Falls, Ontario

## Veillez nous joindre... **Congrès ICU/IPPO**

*Construire un meilleur monde :  
Nouveaux problèmes, nouvelles solutions*

Du 30 septembre au 3 octobre 2009  
Niagara Falls (Ontario)

### Keynote Speakers

**Sheila Watt-Cloutier**

*Chair of the Inuit Circumpolar Conference*

**Chris Turner**

*Author, The Geography of Hope*

**Chris Ronayne**

*President of University Circle, Inc. (invited)*



### Conférenciers principaux:

**Sheila Watt-Cloutier**

*présidente, La Conférence circumpolaire inuit*

**Chris Turner**

*auteur, The Geography of Hope*

**Chris Ronayne**

*président, University Circle, Inc. (invité)*

### Why Attend?

- Thought provoking plenary sessions
- Dynamic workshops presented by experts in the field
- In-depth mobile workshops around the local area
- Outstanding networking

### Pourquoi participer?

- Séances plénières stimulantes et enrichissantes
- Ateliers dynamiques animés par des experts reconnus
- Ateliers mobiles permettant l'examen approfondi des enjeux des collectivités locales
- Possibilités de réseautage incomparables

### Accommodations

#### Sheraton on the Falls Hotel

5875 Falls Avenue  
Niagara Falls, ON L2G 3K7  
Tel: 905-374-4445

#### Crowne Plaza

5685 Falls Avenue  
Niagara Falls, ON L2E 6W7  
Tel: 905-374-4447



### Hébergement

#### Hôtel Sheraton on the Falls

5875, Falls Avenue  
Niagara Falls (Ontario) L2G 3K7  
Téléphone : 905-374-4445

#### Hôtel Crowne Plaza

5685, Falls Avenue  
Niagara Falls (Ontario) L2E 6W7  
Téléphone : 905-374-4447

For reservations at both hotels: 1-888-234-841.  
You may use the online reservation service offered  
by the Sheraton on the Falls Hotel by visiting  
[www.niagarafalls2009.ca](http://www.niagarafalls2009.ca)

Pour faire une réservation à l'un ou l'autre de ces hôtels,  
téléphoner le 1-888-234-8410. Pour réserver une chambre  
à l'hôtel Sheraton on the Falls en ligne, consulter le site  
Web au [www.niagarafalls2009.ca](http://www.niagarafalls2009.ca)



Canadian Publications Mail  
Product Sales Agreement No. 40011430

ONTARIO  
PROFESSIONAL  
PLANNERS  
INSTITUTE

234 Eglinton Avenue East  
Suite 201  
Toronto, Ontario  
M4P 1K5

(Return  
Requested)

Urban Design

# Designing for the Grey Tsunami: North Bay Charrette

Karen Hammond and Ryan Mounsey

**T**HE URBAN DESIGN WORKING GROUP (UDWG) held its annual charrette at the OPPI symposium, "The Grey Tsunami: Aging Communities and Planning" in North Bay. In line with the symposium theme, the charrette focused on the urban design issues posed by the growing seniors population. More than 20 planners joined in, preparing schemes to revitalize a downtown brownfield site located beside a retirement village.

The charrette began with overview of design issues posed by the growing seniors sector. Then the group departed for a site tour led by Beverley Hillier, senior planner with the City of North Bay. Upon return to the symposium site, participants were divided into three design teams, each led by two members of UDWG (Alex Taranu, Ryan Mounsey, Dan Leeming, Gabe Charles, Karen Hammond and Christian Huggett).

Participants were asked to apply the follow-

ing key urban design principles to support the needs of seniors:

- Provide mixed unit types and life-cycle housing so that residents can age in place.
- Provide compact built form and mixed uses so that destinations are easily walkable.
- Locate support services such as medical clinics, Meals on Wheels, Wheel-Trans, and in-house homecare close to seniors' residences.
- Facilitate mobility for people of all abilities through increased accessibility and connectivity.
- Facilitate wayfinding through the use of landmarks, signage and other devices.
- Provide a public realm that is safe, comfortable, and attractive and includes places to rest.

The three schemes took very different

approaches, but had a number of features in common, including:

- reconnection of the grid street pattern;
- protection and enhancement of water and city views;
- extension and landscaping of pedestrian and bike trails;
- introduction of terraced, mixed-use buildings to maintain human scale and ameliorate microclimatic effects;
- sculpting the building massing to create internal greenspaces and courtyards that offer sheltered outdoor spaces;
- placing signature features in highly visible areas to create landmarks and gateways.

Overall, it was a great interactive experience that generated a variety of innovative ideas and plans. UDWG hopes that the creative energy captured in the charrette work will assist the City of North Bay advance its own plans for this strategic brownfield site.

*Karen Hammond, MCIP, RPP, is a Lecturer and Manager of Design at the School of Planning, University of Waterloo. She can be reached at [khammond@uwaterloo.ca](mailto:khammond@uwaterloo.ca).*

*Ryan O. Mounsey, MCIP, RPP, is a Development Planner/Urban Designer And Site Plan Review Committee Chair with Development Services, City of Waterloo.*

*He can be reached at [rmounsey@city.waterloo.on.ca](mailto:rmounsey@city.waterloo.on.ca).*

## IN PRINT WILL RETURN

David Aston, MCIP, RPP, is contributing editor for In Print. Readers interested in doing book reviews should contact David Aston at [daston@mhbcpplan.com](mailto:daston@mhbcpplan.com).



# The Planning Partnership

Land Use Planning • Urban Design • Landscape Architecture • Communications

[www.planpart.ca](http://www.planpart.ca)

1255 Bay Street, Suite 201 • Toronto, ON M5R 2A9  
t 416.975.1556 f 416.975.1580 e [info@planpart.ca](mailto:info@planpart.ca)

Design & Planning & Architecture &

**&Co**  
SweeneySterlingFinlayson&Co

Mark Sterling  
OAA, MCIP, RPP

Chris Hardwicke  
BArch, BES, BFA

Christian Huggett  
MCIP, RPP

[www.andos.com](http://www.andos.com)  
+1 416 971 6252

