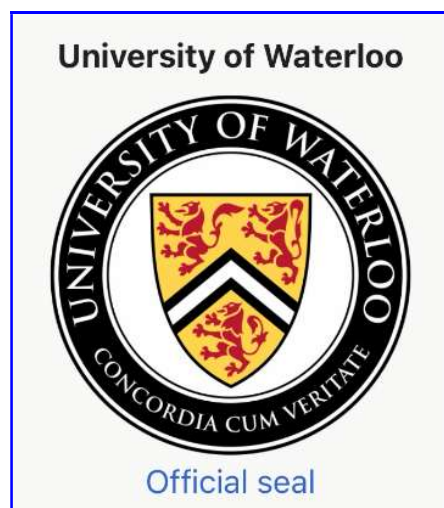


***What Happened
To The First Wave of Waterloo Community Planning Grads***

***From 1968 to 2026 (58 years)
School of Urban and Regional Planning
1964 - 1968 Faculty of Arts
1969 + Faculty of Environment Studies
University of Waterloo, Ontario, Canada***



June 2026
Prepared by:
Terry Crowe, 5th Planning Class (1967 - 1971)
Honours Urban and Regional Planning
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University of Waterloo, Ontario

For
Morrigan
Sequoia, Caroline Isabel
Paige, Abbey, Sharon, Brent
Seraphena, Shadow, Anne, Stuart
Edith, Margot, Charlotte, Anne, Jamie
Caroline Blanche

“The Best Sound in the World is Women Laughing.....”

Terry Crowe

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PART 1 - Introduction

1. Ok, Listen Up!

Before we begin, for the record, it is important to know that Waterloo Community Planning Grads are always the best looking, best dressed, most well-adjusted, smartest, coolest, quickest, hippest, happiest, hardest working, kindest, best informed, most intelligent, motivated, innovative, thoughtful, talented, creative, happenin', Go-The-Extra-Mile and finest Put-Your-The-Flag-On-The-Hill Winners on the Planet. They came committed.

They are every parent's, professor's and employer's dream.

They make the best daughters, sons, sisters, brothers, twins, students, friends, neighbours, dates, wives, husbands, partners, moms, dads, stepparents, Grandparents, Godparents, aunts, uncles, farmers, fund raisers, inn keepers, bosses, black belts, bankers, builders, bikers, hikers, hosts, historians, sailors, artists, authors, employees, directors, developers, golfers, guides, gardeners, consultants, cooks, campers, classmates, crewmates, teammates, teachers, colleagues, colonels, skiers, lawyers, poets, planners, professors, pet owners, chairpersons, volunteers and blood donors that you'll ever find. By extension, for anyone who is related to, or even gets close to them, their quality of life automatically goes way up. They are rare, valued and unique spirits.

A modest lot – hence the necessity of this introduction.

2. Unique

Now down to business.

Similarly, this Report is unique in six (6) ways:

- (1) First, it provides a first time look at what happened to 95 of the first wave of the University of Waterloo Community Planning Graduates (includes some Geography Grads and colleagues), across Canada, from 1968 to 2026 - over a 58 year period,
- (2) Second, many of these Grads were the first ever four-year BA / BES Planning Grads in Canada,
- (3) Third, starting in 1968, from the Arts Faculty and then in 1969, from the new Environmental Studies Faculty, these Grads became the first wave of Planners to apply Waterloo's new Community Planning philosophy which aimed to produce more effective Planners and results.
- (4) Fourth, for the first time ever, the Grads were surveyed to answer 12 Planning Questions,
- (5) Fifth, for the first time, in their own words, these Grads respond by telling us:
 - A. What they've accomplished in 58 years, to improve the human condition and Planet,
 - B. What they've learned by leading and witnessing important Canadian Planning milestones,
 - C. How Waterloo's Community Planning Programs might be improved, and
 - D. How Canada's Community Planning culture and profession might be enhanced, and
- (6) Sixth, for the first time in 58 years, we now have a useful Planning Grad Address Book.

3. So What Happened? The Results

As some have wondered, if this new mid-60s hippy-era Waterloo Community Planning philosophy and these pioneering Planning Grads ever accomplished anything and made a difference - the answer is a definite "Yes!"

In this high-stakes game of managing change, they repeatedly – "*Put the Puck in the Net*".

Canada has lost count of their Wins. Planning didn't fizzle out, or become inconsequential. It matters. It has become essential, expected, requested, relied on, welcomed and ingrained in the everyday lives of Canadians. Many are aware of, or have already participated in, a Community Planning process - or two, near them. There's now a realization that Planning is better than not Planning because it holds the promise of being heard and better outcomes. Planning enhances our democratic values, system and processes.

It wasn't always so. Since early days, Community Planning has earned its place by helping us overcome some of our wayward tendencies and practices (e.g., highway engineers not consulting, or giving anyone a map of their proposed route which would split an historic town and pave farmland; Ontario cities trying to zone out university urban "communes": Saskatchewan rural municipalities - the

Hutterites; towns getting away with no planning and only a zoning bylaw; everyone dumping their garbage down slopes onto turtles in ecological wetlands; and without public notice, shrub and grass killing DDT being sprayed into rural Ontario ditches, with streams to fish and yummy red wild strawberries for kids).

From 1968 to 2026, for 58 years, by being committed, tenacious and innovative, the Waterloo Planning Grads increased their relevance by helping Canada accommodate:

- 20.7 Million more people, almost doubling the population (e.g., in 1968, from 20.7 Million, to in 2026 - 40.48 Million,
- 13.5 Million more workers, from in 1968, 7.6 Million, to in 2026, 21.1 Million, and
- the evolving needs of eight (8) generations of Canadians (e.g. the Greatest Generation: 1901 - 1927; the Silent Generation: 1928 - 1945; Baby Boomers: 1946 - 1964; Gen X: 1965 - 1980; Gen Y: Millennials: 1981 - 1996; Gen Z: 1997 – 2010; Generation Alpha: 2010 - 2024); and now the Generation Beta: 2025 - 2039) (OECD Surveys Canada).

Quietly, through all these obstacles and opportunities, the Waterloo Planning Grads, along with all Canadian Planners, helped improve the human condition, Planet and the Community Planning culture in Canada - all significant Legacies.

That 1964 hippy-era Waterloo Planning Professors' Vision paid off.

This Report tells who, how, what, when, where and why, so readers can verify this for themselves.

4. Origin

I've always wanted to know what my 1967 - 1971, Honours, Urban and Regional Planning, Faculty of Environmental Studies, University of Waterloo, classmates did after they graduated.

So, after actually graduating in 1972, after 46 years of urban, rural, regional, economic and strategic planning experience across Canada, in Alberta, Nova Scotia, Saskatchewan and lastly Richmond, BC, in 2017 I retired and began looking them up - this Report is the result.

The Report evolved:

- On September 6, 2018, I started the research, in an on-and-off again manner.
- Initially, I was only looking for my fellow 1967 - 1971 Grads (say 30) and what they did.
- As the word spread to earlier Planning Grads and others, the list grew by 65 - so now 95.
- The number of 95 Grads is arbitrary, based on known and suggested Grads and others.
- Then, I felt that it was important to ask them 12 Planning Questions about what they did.
- Then, as I realized that I had better add a bit of a front end: a context, I looked around and found some relevant Canadian Community Planning, university and education program history, statistics, maps, pics, and maybe even some stories, observations and learnings.

5. The 12 Grad Planning Questions

The purpose of this study was to find and ask the Grads the following 12 Planning Questions:

1. What are your contact details (e.g., address, phone number and email)?
2. Got any photos: (a) then, (b) now, or (c) both?
3. When did you graduate?
4. What was your essay / thesis about?
5. What is your job sequence?
6. What are your top successes and wins to improve the human condition and Planet?
7. What is your definition of "Community Planning" - Now?
8. What would you do differently?
9. What are your hobbies and volunteer activities?
10. What should the Waterloo Planning professors teach / do better?
11. What advice would you give Planning students and those who want to be Planners?
12. How can the Canada's Community Planning profession be improved?

6. Finding The Grads

Tracking down the Grads was the major challenge and achieved mainly through classmates, friends, the University of Waterloo staff, past employers, Canada 411, institutions (e.g., CIP, OPPI, APPI, PIBC, churches, community foundations, funeral homes, the Toronto Zoo, Kiwanis Clubs), the Internet and even Crime Stoppers (somebody won a contest).

Several attempts were made to obtain each Grad's phone number and email address.

7. Grad Report Status and Participation

The Grads' status and participation in the Report are presented below:

Grad Report Participation		
Grad Status	Number	%
Spirits Passed: Some Information	18	19%
No Phone or Email: Some Information	21	22%
Phone / Email: Participation: Information	56	59%
Total	95 Grads	100%

8. For Spirits Passed

For those unique Spirits who have passed, we remember and honour them here by including information about their Planning journeys while they walked with us.

9. Report Information Sources

Contacted Grads generously contributed information and many twice edited report drafts. They very willing answered the Questions, wrote their summaries, and offered suggestions to find others and improve Waterloo's Community Planning culture and programs, and by extension - Canada's. I also used various Internet sources (e.g., Waterloo, CIP, PIBC, UBC, Stats Can, Wikipedia) and where it appeared reasonable, based on my experience, AI information.

10. The Grad Summaries

The Grad Summaries vary because some Grads wrote their own, I wrote others using limited internet information and obituaries; and some Grads just couldn't be found.

11. Presentation of Grad Responses

For convenience, the Grad responses are presented in several sections (see the Table of Contents).

12. No Profit

There has not been any profit made from this Report.

13. Report Audience and Distribution

While the findings are mainly intended for the Waterloo Planning Grads, professors, planners and planning students, others may find parts of the Report interesting.

The Grads particularly found the Grad Address Book useful to re-connect after 58 years.

The Report has been freely distributed to each Grad, the University of Waterloo, Faculty of Environment and School of Planning, and the Canadian Institute of Planners (CIP).

Please share and pass on the Report on, as appropriate.

15. Acknowledgements

Special thanks to the following, for their valuable information and support:

- University of Waterloo:
 - Bruce Frayne, Dean, Environment,
 - Johanna Wandel, Associate Dean, Undergraduate Studies and Associate Professor, Geography and Environmental Management,
 - Mark Seasons, Director, School of Planning, and
 - The Convocation Team.

- Canadian Institute of Planners:
 - Lesley Cabott, President,
 - Deborah Morrison, CEO,
 - Assma Benhaddou (she/her), Specialist, Member Services CIP,
- Joanne Lamey, Executive Director, Community Planning Association of Canada (CPAC), Halifax,
- Candice Clarke, Senior Remote Sensing Technician, Granville Ferry, NS,
- Mike Donnelly, Planner, Annapolis County DPC, Annapolis Royal, NS,
- Joe Knychka, News and Automotive Journalist, Dauphin, Manitoba,
- 1967 - 1971 Longtime Planning Classmates:
 - Sue (Beckett) Orr, Ontario;
 - Doug N. Koch, Victoria, British Columbia;
 - Dr. Robert Sproule, Sherbrooke, Quebec;
 - Jean Monteith, CIP Fellow, St. Thomas, Ontario;
 - Rick S. Spanik, Halifax, Nova Scotia (Wife Anna, to whom he says I'm related);
 - Linda L. Allen, CIP Fellow: Passed in 2022 (Gwyn Symmons, Business Partner);
 - Jay J. Simons: Comox, BC: Passed in 2019: (Wife: Joyce Lesley Smith, Comox, BC);
- 1997 - 2017: Richmond, BC: Policy Planning & Development Application Planners and Staff,

16 Feedback

As feedback is welcomed, please send it to – tcrowe@telus.net

PART 2 - Waterloo Planning Grads Identified In This Report

The Grads in this report are mostly Waterloo Planning Grads (and some Geography Grads and others), who mainly graduated mainly between 1968 and 1974, from the Arts Faculty and Environmental Studies Faculty, University of Waterloo, Ontario, Canada:

The 1968 - 1974 Waterloo Planning Grads Mentioned In This Report – June 1, 2026	
Earliest Group of Planning Grads University of Waterloo	Later Group of Planning Grads University of Waterloo
1. Fraser Douglas Barnes – Ontario 2. Stephen Bedford – Ontario 3. Lynne M. Bricker: Passed – Ottawa 2019 4. Johnny Carline – Metchosis, BC 5. Wendy Wright Cascaden: Waterloo, ON 6. Valerie Cranmer – Ontario 7. Ted Cymbaly – Ontario 8. Brian Degneault – Richmond, BC 9. Stephen I. Fagyas: Passed 2022 10. Les F. Fincham – Ontario 11. Christopher Ralph Fleming – Ontario 12. Donald F. A. Flemim: Passed - Ontario 13. Doug Foster - Sydney, Cape Breton 14. John A Gartner – St Davids', Ontario 15. David Good – Victoria, BC 16. Donald Wayne Gordon – Abbotsford, BC 17. George T. Govier – Ontario 18. Phil Hoekstra – Paris, Ontario 19. Stanley Philip Hore – Lequille, NS 20. Doug Houghton - Manitoba 21. Peter Keilhofer - Ontario 22. John Stanley Leopold Koppel - Ont 23. Michael Koscec – Ontario 24. Peter H. Kratzmann - Passed Mar 15/26 25. Ian MacNaughton – Passed Oct. 7/233 26. Wayne McEachern – Ontario 27. Peter Gordon McInnis - Passed 28. Pyarli (Ali) Memon - Passed 29. Felix Michna – Lethbridge, Alberta 30. Barry James Morrison - Ontario 31. Gabriel Adepoju Onibokun 32. Joseph Ajiboye Olagbaiye 33. Andrew Orr – Brampton 34. Ray Parfitt – Sechelt, BC 35. Judy Anne Parr -? 36. Jeffrey Charles Pearson – Ontario 37. Tony Piluso – Ontario 38. John Rapski - Ontario 39. Grafton Ross – Ottawa 40. Patricia Sloan - Comox, BC 41. William (Bill) Warren Smith – Ontario 42. Ron Soeder - Kelowna 43. Tim Sookocheff – Passed 44. Ray Spaxman – Vancouver 45. Dick Martin Steenstra: Passed Nov. 2/20 46. Patrick Sweet- Passed 2025 47. Evan E. Wood – Victoria 48. Walter Roman Winnicki - Ontario 49. Marjorie (Holder) Young	1. Linda Allen, City Spaces - Passed Victoria in 2023 2. David P. Arscott – Wimberley, Texas 3. Susan Austen – Penticton, BC 4. Sue (Beckett) Orr – Ontario 5. Mike Brown – Kelowna, BC 6. Marnie Coulson – London, Ontario 7. Edward (Ted) Cowan – Toronto, Ontario 8. Terence (Terry) Thompson Crowe – Richmond, BC 9. Don James DeGrandis – Calgary? 10. Ron Foy – Passed in 2015 Ontario 11. Prof. Don Phillips Getz – Calgary, Alberta 12. Gord Grant – Calgary, Alberta 13. Ron Greeley (Geography) Passed: Montreal 14. Suzanne Hawkes – Vancouver, BC 15. James Laurence Hill – Woodstock, Ontario 16. Laverne Kirkness - London, Ontario 17. Doug Koch – Victoria, BC 18. David Krajaefski - Kanata, Ontario 19. Brian Joseph Kropf – Edmonton Alberta 20. Doug Lychak – Okanagan Falls, BC 21. Jan Lucinda MacInnes – Waterloo? 22. Hans Madan - Cambridge 23. Don Manahan – Passed Ontario 2017 24. Katherine McGuire – Toronto, Ontario 25. Sandra Jean (Wells) Monteith, St. Thomas, Ont. 26. J. Don Msele - 27. Ed Newport – Melbourne Australia 28. Rick Page – St. John's Newfoundland 29. David James Penny - Ontario 30. Ken Redpath – Passed Ontario in 2007 31. Jen (Shelton) Pheasant - Australia 32. Ken Shelton - PEI 33. John Shipsides – Fergus, Ontario 34. Jerry Jay Simons – BC Passed in 2019 35. Barry Smith - Abbotsford, BC 36. Chris Smith - Cambridge, Ontario 37. Joseph E. Snizek – Sault Ste. Marie, Ontario 38. Richard Stanley Spanik – Halifax, Nova Scotia 39. Dr. Prof Robert Sproule – Sherbrooke, Quebec 40. Terry Stanhope – Toronto Ontario 41. Gwyn Symmons - Vancouver 42. Glenn Peter Tunnock – Passed 2024 43. Kenneth John Whiteford – Woodstock Ontario 44. Dave Witty – Nanaimo, BC 45. John Christopher Wolfenberg – Passed in 2020 46. Ken Zahara - Edmonton

PART 3 - Waterloo Planning Grad Address Book

Waterloo Planning Grad Address Book - June 1, 2026				
#	Name	Address	Telephone	Email
1.	Linda Allen - Passed	City Spaces Victoria, BC		
2.	David P. Arscott	102 West View Drive, Wimberley, Texas, 78676	1 (512) 809.1667	trapperarscott@gmail.com
3.	Susan Austen	568 Jermyn Ave Penticton, BC V2A 2E1	1 (250) 492.7196	susaseahorse@hotmail.com
4.	Fraser Douglas Barnes	Maybe Trenton, Ontario		
5.	Sue (Beckett) Orr	Ontario		slorrconsulting@gmail.com
6.	Stephen Bedford	122 Glenwood Avenue St. Catharines, ON, L2R 4C7	T 905.688.2610 C 905.933.5439	sbc@stephenbedford.ca www.stephenbedford.ca
7.	Lynne M. Bricker - Passed	Ottawa		
8.	Mike Brown	Smarthomes Ltd. 4480 Walker Rd, Kelowna, BC V1W 1Z6	Hm: 1 (250) 808.5253 Wk: 1 (250) 764.5263	kelownasmarthomes@gmail.com
9.	Johnny Carline	151 Cliff Drive, Metchosin, Victoria, BC, V9C 4A9 Canada		johnny.carline@gmail.com
10.	Wendy Wright Cascaden	438 Malabar Drive, Waterloo, Ontario N2K 2P7	Cell: (519) 590.1327 Hm: (519) 884.1327	wendywc@sympatico.ca
11.	Marnie Coulson	London Ontario		marnie.coulson@gmail.com
12.	Edward (Ted) Cowan	Toronto, Ontario	1 (416) 660.5545	ted.r.cowan@gmail.com
13.	Valerie Cranmer	Ontario		valeriecranmer1@gmail.com
14.	Terry T. Crowe	209, 5700 Andrews Rd Richmond, BC V7E 6N7	Cell: 1 (778) 870.0455 Wk: 1 (604) 303.0455	tcrowe@telus.net
15.	Ted Cymbaly	Unit 19, 201 Millway Ave, Vaughan, Ontario L4K 5K8	Cell: 1 (416) 738. 1056 Fax: 1 (905) 738.6637	tedcymbaly@gmail.com
16.	Brian Dagneault	Richmond, BC	604.220.2302	brian@dagneaultplanning.com
17.	Don James DeGrandis	Maybe Calgary		Degrandis12@gmail.com
18.	Stephen Istvan Fagyas - Passed			
19.	Les F. Fincham	Ontario		les.fincham3@gmail.com
20.	Chris R. Fleming	Ontario		cfleming@rogers.co
21.	Don F. Fleming - Passed	Ontario		
22.	Doug Foster	Cape Breton, Nova Scotia		
23.	Ron Foy - Passed	Ontario		
24.	John A. Gartner	4 David Lowery Court, St. David's, Ontario L0S 1J1k	(905) 468.4886	alisonhegarty1@hotmail.com
25.	Dr. Don Philip Getz	Calgary, Alberta	Cell: 1 (403) 803.4489 Hm: 1 (403) 241.9773	getz@ucalgary.ca
26.	David Good	Victoria, BC		Davidgoodpainter@gmail.com

Waterloo Planning Grad Address Book - June 1, 2026

#	Name	Address	Telephone	Email
27.	Wayne Gordon	Senior Approving Officer Senior Planner, Projects), City of Abbotsford, BC		
28.	George T. Govier	162 Alexandria Street Kemble, ON N4K 0G2	1 (226) 664.0922	sahtufgh@hotmail.com
29.	Gord Grant	Calgary	1(403) 370.1908	gordongrant88@gmail.com
30.	Ron Greeley - Passed	Montreal		
31.	Suzanne Hawkes	Convergence Strategies Vancouver, BC		info@convergecom.ca
32.	James Laurence Hill	548 Grace Street, Woodstock, Ont N4S 4N8	Cell: (519) 608.2032 Land: (519) 539.3182	james.laurence.hill@gmail.com
33.	Philip George Hoekstra	10-24 Griffiths Drive, Paris, Ontario N3L 4C5	Hm:1 (519) 442.5826	hoekstra103@gmail.com
34.	Phil Hore	Lequille, Nova Scotia	1 (902) 532.5600	lhho@live.ca
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39.	John Koppel	Ontario?		
40.	Michael Koscec	Toronto		michaelkoscec@gmail.com
41.	David Krajaefski	Kanata	Cell: 1 (613) 619.4852 Home: 1 (613) 592.4852	dkrajaefski48@gmail.com
42.	Peter H. Kratzmann Passed	Bobcaygeon City of Kawartha Lakes	Cell: 1 (519) 532.2481	phkratzmann@gmail.com
43.	Brian Kropf	Edmonton, Alberta		
44.	Doug Lychak	Okanagan Falls, BC	(778) 515.2247	sanddlychak@shaw.ca
45.	Jan Lucinda MacInnes	Waterloo		
46.	Ian MacNaughton - Passed	Ontario		
47.	Hans Madan	Cambridge, Ontario	1 (519) 577-1771	hansmadan@hotmail.com
48.	Don Manahan - Passed	Thunder Bay, Ontario		
49.	Wayne McEachern	Ontario	Hm: 1 (416) 226-4273 Cell: 1 (416) 788-4273	wlmceachern@sympatico.ca
50.	Katherine E. McGuire	Toronto		kemcguire@rogers.com
51.	Peter Gordon McInnis Passed			
52.	Pyarli (Ali) Memon - Passed	New Zealand		
53.	Felix Michna	Lethbridge, Alberta		fmichna@telus.net
54.	Jean Monteith	30 Margaret Street, St. Thomas, Ontario N5R 3H7	Cell:1 (519) 476.4418	jeanswain@rogers.com

Waterloo Planning Grad Address Book - June 1, 2026

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57.	Joseph Ajiboye Olagbaiye	Africa ?		
58.	Don Msele	Africa ?		
59.	Ed Newport	Melbourne, Australia		edwardnewport@gmail.com
60.	Andrew Orr	30 Madras Place Brampton, Ontario L6S 2Z2	Cell: 416-460-1352 Office: 905-792-3864 Fax: 905-458-9480	Andrew.Orr@paldev.net
61.	Rick Page	17 Outer Battery Rd. St John's, NL A1A 1A7	Ph: 1-(709) 749-3767	rickpage144@gmail.com
62.	Ray Parfitt	RAY PARFITT PLANNING 4856 Laurel Avenue, Sechelt, BC VON 3A2	1 (604) 740.8280	rmparfit@telus.net
63.	Judy Ann Parr	Was from Deep River, Ont.		
64.	Jeffrey Charles Pearson	Edmonton		ideashop2015@gmail.com
65.	David James Penny	Guelph	1 (519) 212.1252	djpenny84@gmail.com
66.	Tony Piluso	Toronto	1 (416) 909.4083	tonypiluso1@gmail.com
67.	John Rapsky	Box 122, Site 15, 288 Kenogami Lane, Swastika, ON, P0K 1T0.		
68.	Ken Redpath - Passed	Ottawa		
69.	Grafton Ross	637 Tubman Cres Ottawa, Ontario K1V 8L5		
70.	Jen (Shelton) Pheasant	Australia		
71.	Ken Shelton	PEI		
72.	John Shipsides	Fergus, Ontario		
73.	Jerry J. Simons - Passed Wife: Joyce Lesley Smith	1461 Embleton Crescent Courtney, BC V9N 7V4	1 (250) 803.8085	joycelsmith@telus.net
74.	Patricia L. Sloan	302, 1686 Balmoral Ave., Comox, BC V9M 2N1	1 (250) 339.3639	psloan003@gmail.com
75.	Barry E. Smith	4-35384 Sandy Hill Road Abbotsford B.C. V3G 1J2	1 (604) 853-6779	bsmith9@shaw.ca
76.	Bill Smith	50 Mowat Rd, Enderby, BC V0E 1V4:	1 250) 838-2359	billnbarb@telus.net
77.	Chris Smith	250 Cooper Street, Cambridge Ont, N3C 3V5	1 (519) 658.4312	Main: sr500chris@gmail.com Alt: bjcsmith@sentex.ca
78.	Joseph Elmer Sniezek	Sault Ste. Marie		sniezej@gmail.com
79.	Ron Soeder	366 - 2365 Stillingfleet Rd. Kelowna, BC V1W 4X5		Main: soeder@shaw.ca If big: rsoeder@gmail.com
80.	Tim Sookcheff - Passed	Ottawa		
81.	Richard Stanley Spanik	68 Wedgewood, Halifax, Nova Scotia B3M 2B7	1 (902) 445.2803	rick.spanik@gmail.com
82.	Ray Spaxman	Vancouver	Yes	Yes
83.	Dr. Prof. Robert Sproule	2173 des Merisiers,	1 (819) 563.2819	ra_sproule@hotmail.com

Waterloo Planning Grad Address Book - June 1, 2026				
#	Name	Address	Telephone	Email
		Sherbrooke, Quebec J1G 4E8		
84.	Terry Stanhope	Toronto?		
85.	Dick Steenstra – Passed	Funeral Home was in Clinton, Ontario		
86.	Patrick Sweet - Passed	Ontario		
87.	Gwyn Symmons	Vancouver		gsymmons@cityspaces.ca
88.	Glenn P. Tunnock - Passed	Perth, Ontario		
89.	Kenneth John Whiteford	? 21 Gardner Place, Woodstock, Ont. N4S 8J1		kenwhiteford@rogers.com ???
90.	Dave Witty	1405 - 154 Promenade Drive, Nanaimo BC V9R 6Y3;	1 (250) 618-9194	wittydavid4@gmail.com
91.	John Christopher Wolfenberg - Passed	Cremated in Calgary		
92.	Evan E. Wood	Toronto		woodevan@icloud.com
93.	Walter Roman Winnicki	77 Leggett Avenue, Toronto, Ontario M9P 1X5	1 (416) 315-2045	wrwinnicki@rogers.com
94.	Marjorie (Holder) Young	Alberta		
95.	Ken Zahara	Edmonton		

PART 4: When The Grads Graduated

1. Introduction

To know when all the early (i.e., 1968 -1974) Planning students actually graduated, I asked the Waterloo Convocation Team, to send me all the Convocation Brochures between 1964 and 1974 which they kindly did and I reviewed all 42 of them. I found 260 Planning Grads.

2. Incomplete Graduation Date Information

Then, I discovered that not all the Planning Grads were listed in the Convocation Brochures.

So, I asked the University for the day, month and year, for two of the Grads whom I knew weren't in the Brochures. The University only gave me the years in which they graduated.

On March 26, 2026, when I again asked for the two Planning Grads' complete graduation dates (i.e., days, months and years), the Alumni Department sent me this: *"Unfortunately for years before the 1980's, we don't seem to have exact dates in our system, just the years. I'm not sure why they would not be in the convocation programs – I'm not sure who it was who sent them to you (we don't have access, so I had forwarded your email onto others), but maybe whoever sent you the programs may have more information. Thanks."*

Formal Request to the University of Waterloo Privacy Office for Graduation Date Information

On April 2, 2026, I paid the \$5.00 and formally requested the Legal & Immigration Services - Privacy Office, at the University of Waterloo to send me the day, month and year of every Planning Grad between 1964 to 1974.

Waterloo Privacy Office Denies Grads' Full Gradation Dates

On May 5, 2026, the General Counsel, Legal and Immigration Services, Privacy Office, University of Waterloo replied advising that:

- they were denying access to the requested records under the Freedom of Information and Protection of Privacy Act, Section 21 (3) (d) (e.g., personal privacy), and
- the decision could be appealed for \$25, within 30 days (by June 4, 2026) to the Ontario Information and Privacy Commissioner, Suite 1400, 2 Bloor Street East, Toronto, Ont. M4W 1A8.

Formal Review Request to Ontario's Information and Privacy Commissioner

- On May 12, 2026: I mailed my Review Request to the Ontario Information and Privacy Commissioner, to review Waterloo's denial.
- On June 6, 2026, the Ontario Information and Privacy Commissioner advised that: *"This is to confirm that our office received your appeal. Your appeal is in the Initial Processing stage of the appeal process. During this stage all relevant information and documentation will be reviewed in order to determine how to process your appeal. Once assigned, the staff member will review the appeal and contact you to discuss it. While the IPC is now able to begin processing this appeal, there will be delays in the assignment of a Mediator to this file. You will be notified when a Mediator has been assigned"*.

Status: Awaiting a decision: don't know how many Planning Grads there were between 1964 & 1974.

3. Important Notes

1. The Table below only contains the 260 Planning Grads identified in the 1964 - 1974 Convocation Brochures.
2. The Table below does not contain every Waterloo Planning Grad between 1964 and 1974.
3. For Grads who aren't in the Brochures:
 - (1) I added them to the Report, but
 - (2) not to the Graduation Table below.

4. The May 1964 - December 1974 Grad Table

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
10	2:30 pm Friday, May 28, 1965		
		Angst, Arnold Garfield	Geography
		Current, William Arnold	Geography
		Mage, Julius Arnold	Geography
		Nemeth, Herbert	Geography
11	2:30 pm Friday, Oct. 22, 1965		
		Bell, Rose-Marie	Geography
SP	2:30 pm Sat. October 23, 1965	Special Convocation & Official Opening of The Arts Library Building	
12	2:30 pm Friday, May 27, 1966		
		Bailey, Ronald David	Geography
		Davey, George Harold	Geography
		Lewis, Charles Peter	Geography
		McCullum, James Freeman	Geography & Economics
13	2:30 pm Friday, Oct. 28 1966		
		Bailey, Robert Hugh	Honours Geography
14	2:30 pm Friday, May 26, 1967		
		Barker, James Kenneth	Geography
		Birtles, Michael Alfred	Geography
		Breitwieser, Alf Joachim	Geography
		Cambray, Corwin Thomas	Geography
		Cooper, George Michael Peter	Geography
		Draho, Lawrence Edward John	Geography
		Gibson, James Roy	Geography
		Gruber, Harold Arthur	Geography
		Jameson, William Middleton	Geography
		Searth, Thomas Sangster	Geography
		Stewart, John Nelson	Geography & Economics
		Trnavskis, Boris	Geography
		Wiley, William Francis	Geography
15	2:30 pm Friday, Oct. 27, 1967		
		Hallman, Donald Emerson	MA Geography
		Romsa, Gerald Harry	MA Geography & Reg. Planning
		Silcock, William James	St. Jerome's: Honours Geography
1st Planning Class – 1964 - 1968			
16 th	2 pm Friday, May, 24, 1968		
		1. Hore, Stanley Philp (1 st)	BA: Hon: Urban & Reg. Planning
		2. MacNaughton, Ian (1 st)	BA: Hon: Urban & Reg. Planning
		May, Frederick Charles	Geography
		Ormerod, George Kitchen	Geography
		Van Der Linde, Robert	Geography
		Olagbaiye, Joseph Ajiboye	Geography
17 th	2:30 pm Friday, Oct. 25, 1968		
		Goodison, Barry Edward	Geography
		MacInnes, Dyke Scott	Geography
		Tennant, Douglas Bruce	Geography
		3. Wright, Wendy Joyce (1 st)	Urban and Regional Planning
		4. Brown, R Watty, Winston Reynaud Franklin	MA Reg Planning & Resource Dev
		Davidson, Gary Ballantyne	MA Geography
		5. Watty, Ronald Franklyn	MA Reg Planning & Resource Dev

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
2nd Planning Class – 1965 - 1969			
18 th	2:30 pm Friday May 30, 1969		
		6. Barnes, Fraser Douglas	BA Hon: Urban & Reg. Planning
		7. Bricker, Lynne Maureen	BA Hon: Urban & Reg. Planning
		Clarke, Michael Francis	Geography
		Dirksen, Victor Cornelius	Geography
		8. Good, David Allen	BA Hon: Urban & Reg. Planning
		Haslam, Douglas Gordon	Geography
		Hill, Frederick Irvin	Geography
		9. Koppel, John Stanley Leopold	BA Hon: Urban & Reg. Planning
		10. Pearson, Jeffrey Charles	BA Hon: Urban & Reg. Planning
		11. Winnicki, Roman Walter	BA Hon: Urban & Reg. Planning
		Mitty, David Roy	Geography
		12. Onibokun, Gabriel Adepoju	MA Reg Planning & Resource Dev
		13. Pando, Robert Ian	MA Reg Planning & Resource Dev
		Reed, Harry Raymond	Geography
		14. Sellner, James George	MA Reg Planning & Resource Dev
		Sterrett, David James	Geography
		Thomas, Paul Frank	Geography
		Vincent, Colin	Geography
Note: On July 1, 1969: Planning went into the Environmental Studies Faculty (BA became BES)			
19 th	2 pm Friday, October 24, 1969		
		Addison, William Stanley	Geography
		Courtney, Joseph Lawrence	Geography
		15. Gordon, Donald Wayne	BES: Hon: Urban & Reg. Planning
		Holder, Marjorie Grace	Geography
		Hope, Spencer Albert Charles	Geography
		16. Michna, Felix Walter	BA: Hon: Urban & Reg. Planning
		17. Baker, James	MA: Reg Planning & Resource Dev
		18. England, Raymond Edward	MA: Reg Planning & Resource Dev
		19. Kitchen, Cameron	MA: Reg Planning & Resource Dev
		20. McInnis, Peter Gordon	MA: Reg Planning & Resource Dev
3rd Planning Class – 1966 - 1970			
20 th	2 pm Thursday May 28, 1970		
		Hancock, James Douglas	Geography
		Hinds, Marcia Charmian Payne	Geography
		Rusling, John Robert	Geography
		Scorgie, Edward Kim	Geography
		Sookocheff, Timothy	Geography
		Christie, Carl Thomas	Geography
		Clarke, David Richard Bernard	Geography
		21. Cranmer, Valerie	BES: Hon: Urban & Reg. Planning
		22. Cymbaly, Theodor	BES: Hon: Urban & Reg. Planning
		23. Fleming, Christopher Ralph	BES: Hon: Urban & Reg. Planning
		24. Fleming, Donald F. Arnold	BES: Hon: Urban & Reg. Planning
		Gold, Joram	Geography
		Hoekstra, Philip George	Geography
		Jackson, James Errol	Geography
		Keiller, Nancy Ann	Geography
		Korpi, Kenneth Norman	Geography
		Murphy, Edward Brian	Geography
		25. Orr, Andrew	BES: Hon: Urban & Reg. Planning
		26. Parfitt, Raymond Glen	BES: Hon: Urban & Reg. Planning
		27. Piluso, Antonio	BES: Hon: Urban & Reg. Planning

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
		Savage, Bruce Frederic	Geography
		28. Soeder, Ron	BES: Hon: Urban & Reg. Planning
		29. Sweet, John Patrick	BES: Hon: Urban & Reg. Planning
		Wolfenberg, John Carl	Geography
		30. Wood, Evan Elmore	BES: Hon: Urban & Reg. Planning
		31. Atwal, Ajit Singh	MA: Reg Planning & Resource Dev
		32. Plewes, Melvyn Edward	MA: Reg Planning & Resource Dev
		Shantz, Roy Harold	Geography
		33. Tuffnell, Elaine Gillian	MA: Reg Planning & Resource Dev
21st	2:30 pm Friday, Oct. 23, 1970		
		Stinson, Robert David	Hon Geography
		Hamilton, William Alvin	Geography
		34. Bates, Malcolm Victor	MA: Regional Planning & Res Dev
		35. Barker, James Kenneth	MA: Regional Planning & Res Dev
		36. Memon, Pyarali Abdulla	MA: Regional Planning & Res Dev
4th Planning Class – 1967 - 1971			
22 nd	2 pm Thursday, May 27, 1971		
		Bell, Gordon Allan	Geography
		37. Brown, Thomas Alan Michael	BES: Hon: Urban & Reg. Planning
		Bryant, Jon Garry	Geography & Earth Sciences
		Carroll, Mary Eleano	Geography
		38. Cowan, Edward Robert	BES: Hon: Urban & Reg. Planning
		Crozier, Karen Ena	Geography
		39. Fincham, Leslie John	BES: Hon: Urban & Reg. Planning
		40. Gartner, John Alfred	BES: Hon: Urban & Reg. Planning
		41. Getz, Donald Philip	BES: Hon: Urban & Reg. Planning
		42. Grant, Gordon Malcolm	BES: Hon: Urban & Reg. Planning
		Guy, Robert Allan	Geography
		43. Houghton, Douglas Harry	BES: Hon: Urban & Reg. Planning
		Jess, June Arleen	Geography
		44. Keilhofer, Wolfgang Peter	BES: Hon: Urban & Reg. Planning
		45. Koscec, Michael	BES: Hon: Urban & Reg. Planning
		46. Krajaefski, David William	BES: Hon: Urban & Reg. Planning
		Kreutzwiser, Reid Douglas	Geography
		47. Manahan, Donald Allan	BES: Hon: Urban & Reg. Planning
		Miller, Richard Douglas	Geography
		48. Parr, Judith Anne	BES: Hon: Urban & Reg. Planning
		Ross, James Grafton	Geography
		Schneider, Clark Douglas	Geography
		Smith, Glen Ralph	Geography
		49. Steenstra, Dirk Martin	BES: Hon: Urban & Reg. Planning
		50. Whiteford, Kenneth John	BES: Hon: Urban & Reg. Planning
		51. Wolfenberg, John Christopher	BES: Hon: Urban & Reg. Planning
		52. Zahara, Kenneth Earl	BES: Hon: Urban & Reg. Planning
		Adewole, Christopher Adedeke	MA Geography
		53. Bender, Ian Clayton	MA: Regional Planning & Res Dev
		54. Carline, John Trevor	MA: Regional Planning & Res Dev
		Douglas, Larry Arthur	MA Geography
		55. Gallant, Victor	MA: Regional Planning & Res Dev
		56. Hore, Stanley Philip (1 st)	MA: Regional Planning & Res Dev
		McCardell, Nora Ellen	MA Geography
		57. Redpath, Donald Kenneth	MA: Regional Planning & Res Dev
23 rd	2pm Friday, October 22, 1971		
		58. MacInnes, Jan Lucinda	Hon Urban and Regional Planning

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
		59. McGuire, Katherine Elizabeth	Hon Urban and Regional Planning
		Puderer, Henry Alvin	Geography
		60. MacNaughton, Ian Fraser (1 st)	MA Reg Planning & Resource Dev
		61. Wright, Wendy Joyce (1 st)	MA Reg Planning & Resource Dev
		62. Onibokun, Gabriel Adepoju	MA Reg Planning & Resource Dev
		Note: = 1 st to Graduate from both the BA & MA Planning Programs	
5th Planning Class – 1968 – 1972			
24 th	2 pm Thursday, May 25, 1972		
		63. Arkle, Ernie Francis	BES: Hon: Urban & Reg. Planning
		64. Arscott, David Petherbridge	BES: Hon: Urban & Reg. Planning
		65. Ashbee, Dale Garnet	BES: Hon: Urban & Reg. Planning
		66. Attack, Paul Harry	BES: Hon: Urban & Reg. Planning
		67. Beckett, Suzanne Lee	BES: Hon: Urban & Reg. Planning
		68. Bedford, Stephen	BES: Hon: Urban & Reg. Planning
		Bell, Joan Elizabeth	Geography
		Black, Norman James	Geography
		69. Caldwell, Robert Pat	BES: Hon: Urban & Reg. Planning
		70. Cochran, Peter Bruce	BES: Hon: Urban & Reg. Planning
		71. Crowe, Terence T.	BES: Hon: Urban & Reg. Planning
		72. De Alwis Sen. Doy. Haridran	BES: Hon: Urban & Reg. Planning
		73. DeGrandis, Donald James	BES: Hon: Urban & Reg. Planning
		74. Dietrich, Paul Arthur Vincent	BES: Hon: Urban & Reg. Planning
		75. Doyle, Brian Owen	BES: Hon: Urban & Reg. Planning
		76. Edwards, John Dennis	BES: Hon: Urban & Reg. Planning
		77. Everard, Michael Thomas	BES: Hon: Urban & Reg. Planning
		78. Fabien, Maulton Simon	BES: Hon: Urban & Reg. Planning
		79. Fagyas, Stephen Istvan	BES: Hon: Urban & Reg. Planning
		Fletcher, Thomas Harry	Geography
		80. Foster, Douglas Burns	BES: Hon: Urban & Reg. Planning
		Fox, Julian Charles	Geography
		81. Freeman, Cecil William	BES: Hon: Urban & Reg. Planning
		82. Grikes, Peter John	BES: Hon: Urban & Reg. Planning
		83. Gurusinghe, Gamini Basil	BES: Hon: Urban & Reg. Planning
		84. Hamilton, Paul R. Chester	BES: Hon: Urban & Reg. Planning
		85. Heaslip, G. Robert	BES: Hon: Urban & Reg. Planning
		86. Herbert, John Wallace	BES: Hon: Urban & Reg. Planning
		Hodgson, Lorraine Elizabeth	Geography
		87. Holden, Bruce C.	BES: Hon: Urban & Reg. Planning
		88. Hunton, James Emerson	BES: Hon: Urban & Reg. Planning
		Johnson, Ronald Wayne	Geography
		89. Johnston, Elwood Wayne	BES: Hon: Urban & Reg. Planning
		Joyce, James Michael	Geography
		90. Keenan, David William	BES: Hon: Urban & Reg. Planning
		91. Kirkness, Laverne Arthur	BES: Hon: Urban & Reg. Planning
		92. Koch, Douglas Norman	BES: Hon: Urban & Reg. Planning
		Koegler, Douglas Roger	Geography
		93. Lee, Stanley S.	BES: Hon: Urban & Reg. Planning
		Litrenta, Philip	Geography
		94. Lychak, Douglas Alexander	BES: Hon: Urban & Reg. Planning
		95. MacNeil, Ian Kenneth	BES: Hon: Urban & Reg. Planning
		McAvoy, Margaret Lynn	Geography
		Miller, Janet Hildegard	Geography
		96. Newport, Edward William	BES: Hon: Urban & Reg. Planning
		97. Pearce, William Ross	BES: Hon: Urban & Reg. Planning
		98. Peddigrew, Brian William	BES: Hon: Urban & Reg. Planning
		99. Perry, Oliver Ross	BES: Hon: Urban & Reg. Planning
		100. Pilpe, George (Juris) Egils	BES: Hon: Urban & Reg. Planning

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
		Poirier, Jean Florian	Geography
		101. Quinn, John Brian	BES: Hon: Urban & Reg. Planning
		102. Robinson, Thomas Morton	BES: Hon: Urban & Reg. Planning
		103. Roth, Kenneth Burns	BES: Hon: Urban & Reg. Planning
		Scott, William Dale	Geography
		Seibert, Susan Jean	Geography
		104. Sheldon, William Wesley	BES: Hon: Urban & Reg. Planning
		105. Shuttleworth, J. MacKinnon	BES: Hon: Urban & Reg. Planning
		106. Simons, Jerry Jay	BES: Hon: Urban & Reg. Planning
		Small, James Douglas	Geography
		Smith, Barry Douglas	Geography
		107. Smith, Barry Edward	BES: Hon: Urban & Reg. Planning
		108. Smith, Terrence Clark	BES: Hon: Urban & Reg. Planning
		109. Smith, William Warren	BES: Hon: Urban & Reg. Planning
		110. Sniezek, Joseph Elmer	BES: Hon: Urban & Reg. Planning
		Socholotuk, Garry William	Geography
		111. Stanhope, Terrance Albert	BES: Hon: Urban & Reg. Planning
		112. Stoesser, Phillip Michael	BES: Hon: Urban & Reg. Planning
		113. Templeton, Gary Wayne	BES: Hon: Urban & Reg. Planning
		114. Thomas, Gail Louise	BES: Hon: Urban & Reg. Planning
		Torrens, Lloyd William	Geography
		115. Towndrow, Dave Leslie Grant	BES: Hon: Urban & Reg. Planning
		116. Varga, Ervin Laszlo	BES: Hon: Urban & Reg. Planning
		117. Walker, Christopher George	BES: Hon: Urban & Reg. Planning
		118. Waller, John Burnett	BES: Hon: Urban & Reg. Planning
		119. Watson, Henry Downie	BES: Hon: Urban & Reg. Planning
		120. White, Robert Murray	BES: Hon: Urban & Reg. Planning
		121. Wretham, Daphne Elizabeth	MA Reg Planning & Resource Dev
		122. Webster, Douglas Richard	MA Reg Planning & Resource Dev
		Williams, Peter Wilder	Geography
		123. Wilson, William M. Connell	MA Reg Planning & Resource Dev
		124. Wretham, Daphne Elizabeth	MA Reg Planning & Resource Dev
		125. Zatko, Gary Steve	MA: Regional Planning & Res Dev
25 th	2pm Friday, October 20, 1972		
		126. Brkovitch, Branko	BES: Hon: Urban & Reg. Planning
		127. Doe, Franklin Alfred	BES: Hon: Urban & Reg. Planning
		128. Gallagher, Michael James	BES: Hon: Urban & Reg. Planning
		129. Gregg, Andrew Albert	BES: Hon: Urban & Reg. Planning
		130. Guscott, David Warren	BES: Hon: Urban & Reg. Planning
		131. Houghton, Stephen Lorne	BES: Hon: Urban & Reg. Planning
		132. Kropf, Brian Joseph	BES: Hon: Urban & Reg. Planning
		Larsen, Carl Erik	Geography
		133. Madan, Hans	BES: Hon: Urban & Reg. Planning
		134. Morrison, Barry James	BES: Hon: Urban & Reg. Planning
		135. Parker, Hugh Anthony	BES: Hon: Urban & Reg. Planning
		136. Penny, David James	BES: Hon: Urban & Reg. Planning
		137. Smith, Christopher Jay	BES: Hon: Urban & Reg. Planning
		138. Spanik, Richard Stanley	BES: Hon: Urban & Reg. Planning
		139. Wells, Sandra Jean (Monteith)	BES: Hon: Urban & Reg. Planning
		Callaway, Ian Munroe	MA Geography
		Dudycha, Douglas James	MA Geography
		140. Hayuma, Afracim F. Muhale	MA: Regional Planning & Res Dev
		Lee, Judith Mary	MA Geography
		Marshall, Brian Gordon	MA Geography
		141. McLemore, Jr., Reg. Williams	MA: Regional Planning & Res Dev
		Nichols, Gerda Christine	MA Geography
		Pierce, John Tisdale	MA Geography

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
		142. Rump, Christine Gene	MA: Regional Planning & Res Dev
		143. Samulski, Bernadette Teresa	MA: Regional Planning & Res Dev
		Wood, David Melville	MA Geography
		144. Campbell, Neil MacDougal	PhD: Regional Planning & Res Dev
6th Planning Class – 1969 - 1973			
26	2:00pm Thurs, May 24, 1973		
		145. Baird, James R.	BES: Hon: Urban & Reg. Planning
		146. Bolsby, Patricia Ann	BES: Hon: Urban & Reg. Planning
		147. Currie, Linda Charleen	BES: Hon: Urban & Reg. Planning
		148. Curto, John Nicholas	BES: Hon: Urban & Reg. Planning
		149. Cushing, John Lemuel	BES: Hon: Urban & Reg. Planning
		150. Dack, Charles Thomas	BES: Hon: Urban & Reg. Planning
		151. Erdelyi, Nicholas Steven	BES: Hon: Urban & Reg. Planning
		152. Fay, Michael Philip	BES: Hon: Urban & Reg. Planning
		153. Fitzpatrick, Travers Edwin	BES: Hon: Urban & Reg. Planning
		154. Gudmundsson, Sigurdur	BES: Hon: Urban & Reg. Planning
		155. Hankinson, Richard Llewelyn	BES: Hon: Urban & Reg. Planning
		Harvey, Edward Thomas	Geography and Earth Sciences
		156. Hiscott, Michael Joseph	BES: Hon: Urban & Reg. Planning
		157. Jacobs, David	BES: Hon: Urban & Reg. Planning
		158. John, Karl Errol Vernon	BES: Hon: Urban & Reg. Planning
		159. Johnston, David Stanley	BES: Hon: Urban & Reg. Planning
		160. Mackinnon, Wendy Joan	BES: Hon: Urban & Reg. Planning
		161. Mason, Paul Douglas	BES: Hon: Urban & Reg. Planning
		162. Mayeye, David T. R.	BES: Hon: Urban & Reg. Planning
		163. Meiklejohn, Robert George	BES: Hon: Urban & Reg. Planning
		164. Mokrzycki, Thomas Stanley	BES: Hon: Urban & Reg. Planning
		165. Moy, Thomas	BES: Hon: Urban & Reg. Planning
		166. Msele, Juma D.	BES: Hon: Urban & Reg. Planning
		167. Mutrie, Dean Frederick	BES: Hon: Urban & Reg. Planning
		168. Nowina, Edward Anthony	BES: Hon: Urban & Reg. Planning
		169. Palubeskie, David Owen	BES: Hon: Urban & Reg. Planning
		170. Redmond, Orville McElroy	BES: Hon: Urban & Reg. Planning
		171. Reid, John Frederick	BES: Hon: Urban & Reg. Planning
		172. Ross, Gregory John	BES: Hon: Urban & Reg. Planning
		173. Scholtz, John J. Anthony	BES: Hon: Urban & Reg. Planning
		174. Scott, Robert Fleming	BES: Hon: Urban & Reg. Planning
		175. Seigel, John Everett	BES: Hon: Urban & Reg. Planning
		176. Shipsides, John Stanley	BES: Hon: Urban & Reg. Planning
		177. Taylor, Blair Scott	BES: Hon: Urban & Reg. Planning
		178. Taylor, James William	BES: Hon: Urban & Reg. Planning
		179. Veldstra, Harry	BES: Hon: Urban & Reg. Planning
		180. Wilson, Tracy Rawle	BES: Hon: Urban & Reg. Planning
		181. Wu, Franklin	BES: Hon: Urban & Reg. Planning
		182. Enchin, Gerald David	MA Reg Planning & Resource Dev
		183. Jorgensen, G. M. McIntyre	MA Reg Planning & Resource Dev
		184. Hoffman, Douglas Weir	MA Reg Planning & Resource Dev
		185. Jaakson, Reiner	MA Reg Planning & Resource Dev
		186. McBoyle, Edith Elsie	MA Reg Planning & Resource Dev
		187. Smith, Charles Raymond	MA Reg Planning & Resource Dev
		188. Stewart, Audrey Jean	MA Reg Planning & Resource Dev
		189. Witty, David Roy	MA Reg Planning & Resource Dev
		190. Wright, John Ross	MA Reg Planning & Resource Dev
27 th	2pm Friday October 19, 1973		
		191. Chinery, Brian William	BES: Hon: Urban & Reg. Planning
		192. Gillespie, Robert David	BES: Hon: Urban & Reg. Planning

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
		193. Holland, Theresa M. Anne	BES: Hon: Urban & Reg. Planning
		194. Jones, Richard Coleman	BES: Hon: Urban & Reg. Planning
		195. O'Grady, John	BES: Hon: Urban & Reg. Planning
		196. Short, Alan James	BES: Hon: Urban & Reg. Planning
		197. Wilson, David Mitchell	BES: Hon: Urban & Reg. Planning
		198. Cambray, Corwin Thomas	MA Reg Planning & Resource Dev
		199. Dale, Lynne Marion	MA Reg Planning & Resource Dev
		200. Gruber, Harold Arthur	MA Reg Planning & Resource Dev
		Kreutzwieser, Reid Douglas	Geography
		201. Olive, Patrick William	MA Reg Planning & Resource Dev
		202. Ravis, Donald Paul	MA Reg Planning & Resource Dev
		Soeder, Ron	MA Geography
		203. Street, Elizabeth Alice	MA Reg Planning & Resource Dev
		Wells, William Douglas	Geography
		Urbscheit, Peter Werner	Geography
7th Planning Class – 1970 - 1974			
28 th	2 pm Friday May 24, 1974		
		204. Bailey, Brian David	BES: Hon: Urban & Reg. Planning
		205. Baltaduonis, Irena	BES: Hon: Urban & Reg. Planning
		206. Brown, Gregory Norman	BES: Hon: Urban & Reg. Planning
		207. Buckingham, Gordon Keith	BES: Hon: Urban & Reg. Planning
		208. Butler, David Alan	BES: Hon: Urban & Reg. Planning
		209. Clayton, Patricia Anne	BES: Hon: Urban & Reg. Planning
		210. Cote, Victor A.	BES: Hon: Urban & Reg. Planning
		211. Cox, John Leslie	BES: Hon: Urban & Reg. Planning
		212. DeGrandis, Linda L. Allen	BES: Hon: Urban & Reg. Planning
		213. Ferguson, Janet Elizabeth	BES: Hon: Urban & Reg. Planning
		214. French, J. Reid	BES: Hon: Urban & Reg. Planning
		215. Golden, Thomas Joseph	BES: Hon: Urban & Reg. Planning
		216. Hannah, Thomas Peter	BES: Hon: Urban & Reg. Planning
		217. Henderson, Robert Gordon	BES: Hon: Urban & Reg. Planning
		218. Hines, Roderick Grant	BES: Hon: Urban & Reg. Planning
		219. Hlavach, Jeannette Elaine	BES: Hon: Urban & Reg. Planning
		220. Jones, Barbara Ann	BES: Hon: Urban & Reg. Planning
		221. Kennedy, John David	BES: Hon: Urban & Reg. Planning
		222. Knowlan, Barb, Dale Tiplady	BES: Hon: Urban & Reg. Planning
		223. Kozlowski, Mary	BES: Hon: Urban & Reg. Planning
		224. Kreuzer, Daryl D. Frederick	BES: Hon: Urban & Reg. Planning
		225. Lawrence, Austin Brock	BES: Hon: Urban & Reg. Planning
		226. Lew, Ying Kee Keith	BES: Hon: Urban & Reg. Planning
		227. List, Robert Gordon	BES: Hon: Urban & Reg. Planning
		228. Macaulay, Robert James	BES: Hon: Urban & Reg. Planning
		229. McComb, Murray Keith	BES: Hon: Urban & Reg. Planning
		230. McCool, Lorne Victor	BES: Hon: Urban & Reg. Planning
		231. McKenzie, Judith Irene	BES: Hon: Urban & Reg. Planning
		232. Metcalfe, Sue Ann	BES: Hon: Urban & Reg. Planning
		Monteith, Patricia Ann	Geography
		233. Morley, Nathan James	BES: Hon: Urban & Reg. Planning
		234. Nijse, Donald	BES: Hon: Urban & Reg. Planning
		Osgerby, William Dennis	Geography
		235. Pearce, Sue Elizabeth	BES: Hon: Urban & Reg. Planning
		236. Pinder, Louis Hamilton	BES: Hon: Urban & Reg. Planning
		237. Robertson, Ian Duncan	BES: Hon: Urban & Reg. Planning
		238. Runge, Frederick Donald	BES: Hon: Urban & Reg. Planning
		239. Schnarr, Glen Anthony	BES: Hon: Urban & Reg. Planning
		240. Smith, Barbara Jane	BES: Hon: Urban & Reg. Planning
		241. Tubb, Steven Henry	BES: Hon: Urban & Reg. Planning
		242. Young, Alan George	BES: Hon: Urban & Reg. Planning
		243. Coleman, Derek Jardine	MA: Reg Planning & Resource Dev

Graduation Table When Early Planners Graduated Between 1964 and 1974 Arts and Environmental Studies Faculties University of Waterloo			
Conv #	Date	Graduate	Degree
		244. Cox, Robert Lorne	MA: Reg Planning & Resource Dev
		245. John, Karl Errol Vernon	MA: Reg Planning & Resource Dev
		246. Pearson, Jeffrey Charles	MA: Reg Planning & Resource Dev
		247. Van Zyl, Francois D. Wallace	MA: Reg Planning & Resource Dev
	29 2 Fri Oct 18, 1974		
		Biemann, Klaus Robert	Geography
		Broughton, Deborah Jane	Geography
		Burch, John Edward	Geography
		Culig, Steven Robert	Geography
		Duggan, Robert Philip	Geography
		Harley, Deborah Jane	Geography
		Haddon, David Kenneth	Geography
		McGowan, Edward	Geography
		Smeding, Walter	Geography
		Tristram, Trevor John	Geography
		248. Alberts, Kur	BES: Hon: Urban & Reg. Planning
		249. Beange, Donald Sydney	BES: Hon: Urban & Reg. Planning
		Besz, Joan	Geography
		Boyd, Gary Lee	Geography
		250. Brandon, Netta Nixon	BES: Hon: Urban & Reg. Planning
		251. Delarosbel, Raymond Joseph	BES: Hon: Urban & Reg. Planning
		252. Frontin, Gerard Marc	BES: Hon: Urban & Reg. Planning
		Huntley, Philip Duncan	Geography
		Langhorn, Kenneth George	Geography
		253. Les Fouris, Grace Marina	BES: Hon: Urban & Reg. Planning
		Pinney, Martin David	Geography
		254. Radford, Donald Brock	BES: Hon: Urban & Reg. Planning
		255. Gunton, Thomas Ian	MA Reg Planning & Resource Dev
		256. Kearns, James Patrick	MA Reg Planning & Resource Dev
		257. Milne, Claudia Lillian	MA Reg Planning & Resource Dev
		258. Smith, Ronald Gordon Wayne	MA Reg Planning & Resource Dev
		259. Swan, Hedley Maurice	MA Reg Planning & Resource Dev
		260. West, George Edward	MA Reg Planning & Resource Dev
On September 17, 2008: 39 years later, it was renamed the Faculty of Environment			
(Source: T Crowe 2026: Waterloo Convocation Brochures)			

5. 1964 - 1974: Evolution of Planning Grads, University of Waterloo

1964 – 1974 Growth of Planning Grads University of Waterloo					
Year	Planning Grads		Geography Grads		Total Grads Annually
	Number	%	Number	%	
1965	0	0%	5	100%	5
1966	0	0%	5	100%	5
1967	0	0%	16	100%	16
1968	5	38%	8	62%	13
1969	15	54%	13	46%	28
1970	16	47%	18	53%	34
1971	26	63%	15	37%	41
1972	82	76%	26	24%	108
1973	59	92%	5	8%	64
1974	57	77%	17	23%	74
Total	260		128		388 = 100%
(Source: T Crowe 2026: Waterloo Convocation Brochures)					

PART 5 - The DNA of Community Planning in Canada - The 1944 Curtis Report

1. Know Your History

Geography

The Father of Geography is "*Eratosthenes of Cyrene*" (c. 276 -194 BC):

- 1st to use the term "*Geography*": mapped the known world,
- Calculated the Earth's circumference with remarkable accuracy,
- Developed a system of latitude and longitude (parallels and meridians).

The Patron Saint of Geography is "*St. Albert the Great*" (c. 1200 - 1280):

- Significantly advanced the study of geography, geology, and cartography,
- Wrote about geography: considered an encyclopedia,
- Taught that the Earth is a sphere,
- Studied the impact of longitude and latitude on local climates,
- Explained the movement of tides, as being influenced by the moon,
- Discussed the possibility of "uninhabitable" zones of the earth, which could be explored,
- Christopher Columbus studied his geographical theories and work,
- Said that Geography and the Environment affect the growth of plants and animal habits.:

Planning

Historical Fathers of City Planning:

1. "*Hippodamus of Miletus*" (c. 498 - 408 BC) - the "Father of Urban Planning:"
 - Developed the orthogonal grid system (Hippodamian Plan) for city streets which divided cities into distinct functional zones).
2. "*St. Bernward of Hildesheim*" (c. 960 - 1022), Patron Saint of City Builders.
3. "*C.A. Doxiadis*" (1913 - 1975), The Father of Ekistics (the science of human settlements).

Ecology

Patron Saint of Ecology – "*St. Francis of Assisi*":

- Had a profound reverence for nature: believed that all creatures are "brothers and sisters." and his dedication to living in harmony with creation

Coined the term "Ecology" – "*Ernst Haeckel*" (1834 -1919):

Meaning: "Ecology": "oikos" (house, dwelling, habitation) and "logis" (study of),

- He actually coined the term "ecology" (Oecologie) in 1866,
- Defined it as the "science of the relationships of an organism with its environment".

Considered The Father of Ecology – "*Alexander von Humboldt*" (1769 - 1859):

- 1st to scientifically study the relationship between organisms and their environment,
- Described vegetation zones using latitude and altitude ("geobotany"),
- Viewed nature as an interconnected web pioneering the holistic view of nature,
- His holistic approach which linked plants, animals, and climate within a "system of active forces," is regarded, as the foundation of modern ecological thought.

Father of Modern Ecology – "*Eugene Odum*" (1913 - 2002):

- Established the "ecosystem" as the central unit of ecological study,
- 1953: His "Fundamentals of Ecology" educated generations of ecologists.

Father of Animal Ecology - "*Charles Elton*" (1900 - 1991):

- Pioneered concepts such as food chains, food cycles, and niches.

Sustainability

A "Godfather of Sustainability, "*John Elkington*":

- Famously coined the "Triple Bottom Line" concept: measuring business success through people, planet, and profit (Source: Wikipedia).

2. Short Chronology of Community (Town) Planning in Canada

(1) Community Planning Terminology

In this Report, the terms “community planning”, “town planning”, “city planning”, and “urban and regional planning”, etc., are used interchangeably.

(2) Introduction

It's interesting to learn about the events which directly affected your Planning career. For example, like why and how in 1964 was Waterloo's four-year BA (later BES) Planning Program (the first in Canada) - that you took, created in the first place?

Below, are some answers and milestones:

In 1900: There were 45 practicing town planners in Canada. (Source: History of Urban Planning in Canada, 1890-1939, Walter van Nus: Number 1-76, June 1976).

In 1914: Three provinces had planning laws: Nova Scotia, New Brunswick and Alberta.
1914 - 1918: WW1.

In 1924: The City of Kitchener adopted Canada's first zoning bylaw.

In 1925: BC adopted its first Town Planning Act: zoning was recognized in planning law.

By 1925: Every province except Québec had a planning statute of some kind, but:

- Professional planners thought that they were all inadequate because the Acts did not:
 - make it mandatory that municipalities had to prepare plans, or
 - require provincial governments to take an active part in planning.
- Municipal governments also tended to be critical, because they were mainly interested in having stronger powers, to regulate construction and land development.

May 1919: The Town Planning Institute of Canada was founded in Ottawa (18 members):

- Focus: To promote the discipline of planning amid Canada's hectic post-WWI growth.

In 1920: The bi-monthly Town Planning Journal was established:

- Focus: To inspire civic leaders to engage in planning, despite little existing statutory requirement to do so.

In 1929: Alberta's Town and Rural Planning Act was the most complete statute.

By 1930: The TPIC had 367 members included engineers, surveyors, and architects.

Sep. 1, 1939: WW2 begins

In 1944: **The Curtis Report** noticed that Canada had only 5 part time planners and addressed the upcoming needs of Canada's community planning culture and profession.

Sept. 2, 1945: WW2 ends.

On July 1, 1957: The University of Waterloo was established.

In 1974, the Town Planning Institute was renamed the Canadian Institute of Planners.

In 1964: The University of Waterloo established its Arts BA & MA planning programs.

On July 1, 1969: The University of Waterloo moved its Planning programs into a new, first in Canada, Environmental Studies Faculty along with Architecture, Geography and Man Environment.

On September 17, 2008: 39 years later, the Faculty of Environmental Studies was renamed the Faculty of Environment. (Source: Waterloo, CIP).

3. Why Did Canada's 1945 Community Planning Culture Need Improving?

(1) Culture

A “culture” is an integrated pattern of belief, thought, speech and action which is passed on, from one generation, to another, through teaching, learning, example, observation and practice.

Improving Canada's “Community Planning” culture requires:

- Knowing what it is,
- Building an Awareness of the need to improve it,
- Building a Commitment to improve it,
- Building a Capability to achieve it, and then
- Doing it.

(2) Introduction

After WW2, the following factors very likely helped motivate the Waterloo Planning Professors, to improve Canada's Community Planning culture by establishing Waterloo's first Planning programs:

- a BA Honours Urban and Regional Planning Program, and
- a MA Regional Planning and Resource Development Program.

(3) The Re-integration of Canada's WW2 Veterans and Military Workforce

In anticipation of WW2 ending, the Canadian Government began preparing to help its Canadian Armed Forces and non-uniformed military workforce integrate back into civilian life, as they would need: - well everything – housing, new jobs, etc.

The anticipated numbers to be accommodated were as follows:

Canada's Population: 11,300,000

Total Military Who Served: 1,137,000: 10%

- Women in Uniform: Nearly 50,000 women enlisted in the Canadian armed forces,
- Men in Service: Army (731,000), Navy (106,000) and Air Force (250,000): approx.

Home Front and Industrial Workers (non-uniformed):

- Essential War Industries: 1,049,876
 - Munitions: 261,000,
 - Aircraft Industry: 120,000 men and women,
- Essential Civilian Employment: 2,100,000
 - Service Sector: 439,000 women: as telephone operators, mechanics, technical.
- Women: 1,200,000 worked in various sectors.

Total: 3,149,876

Died: Over 45,000 Canadians (including women) died.

(Sources: Canadian War Museum; Canada Remembers: Canadian Industries Gear Up, Veterans Affairs Canada; Project 44.ca; Wikipedia).

(4) Immigration Increased

After WW2, the Canadian government also had to anticipate an influx of immigrants. In 1945, Canada's population was around 12 Million people.

Between 1945 and 1961, Canada admitted over 2 million people (a 16% increase).

Canada's annual immigration levels fluctuated:

- in 1945: starting from a low of 22,700, to
- in 1957: spiking to over 282,000, and
- remaining relatively high throughout the 1960s. (Statistics Canada).

(5) 1946 - 1965: Baby Boomers

(BTW: *There's no official definition of "Baby Boomers"*).

As well, the Canadian government had to anticipate the Baby Boom as:

- Marriage: People began marrying earlier:
 - in 1940, a woman's first marriage was at 23.2 years,
 - in 1965, it was 21.1 years (2.1 years earlier),
 - (Note: In 2024: it was 31.5 years (Canadian Statistics)).
- More Children: As well, women began having more children: those born between:
 - 1911 and 1912, had an average of 2.9 children,
 - 1913 and 1933, had an average of 3.3 children,
 - (Note: In 2024, had an average of 1.25 children (May 29, 2026: The Hub)).
- Between 1946 & 1965, an estimated 8.2 - 8.5 M babies were born (1.5M more than normal) (Baby Boomers In Canada; Richard Foote, Celine Cooper: August 7, 2013).

In 2026, it is estimated that Canada has about 9.2M Baby Boomers, many are retiring, the oldest turn 80 and they are transferring an estimated \$1Trillion to younger generations (Abacus Data).

- (6) Canada's Landmark **1944 Curtis Report: The DNA of Community Planning in Canada**
To address these and related challenges, the Canadian Government authorized various committees and studies: a major report being the landmark 1944 Curtis Report.

Some key reasons why Canada's Community Planning culture needed improving can be found in the landmark 1944 Curtis Report (339 pages: 93 Tables), which is the official federal *Final Report of the Subcommittee on Housing and Community Planning, Canadian Advisory Committee on Post WW2 Reconstruction, March 24, 1944.*

(Source: Internet and below).

The **Curtis Report** (82 years ago) became the blueprint which fundamentally reshaped Canada's community planning culture and transformed Canada, from a rural nation, into a suburban nation.

Perspective:

In March 2026, when I first discovered the 1944 Curtis Report, after 55 years of Planning, it was like learning about some self-proclaimed monk who had been walking around for decades preaching about Good and Evil, when somebody casually says: "...well you know Bob, there's this little black Book over here on the origins of what you're talking about... – How could I not have heard of this before?

I suggest that the 1944 Curtis Report is the DNA of community planning in Canada.

- (7) Dr. Clifford A. Curtis (1899 – 1981: 82)

Photo: Kingston Mayor: Clifford A. Curtis 1948

Source: Queen's University Archives, George Lilley Collection, negative 3250.



Dr. Clifford Austin Curtis Highlights:

- 1899: Clifford Austin Curtis was born in Lindsay, Ontario,
- A Queen's University economics professor, pioneer urban planner and city politician,
- His combined academic theory and practical, hands-on municipal implementation, significantly influenced Canadian urban and community planning policy, and Kingston's development.
- 1922, Honours BA, University of Toronto,
- 1926: PhD, Economics, University of Chicago,

- Briefly lectured at the University of Iowa and the University of Florida,
- 1927, Queen's University: Asst. Professor, Dept. of Political and Economic Science,
- 1937, He founded the Kingston Town Planning Commission,
- 1944: Wrote "The Curtis Report" (1943/44), a landmark community planning study,
- From 1948 - 1952, as Kingston's Mayor, it tripled in City's size through annexation, sewage treatment modernization and the construction of the Memorial Centre,
- He was a leading vocal advocate for Community Planning in Canada.
- He was President of the Ontario Municipal Association.

(Sources: Kingston Historical Society: Clifford Austin Curtis: Professor, Mayor, and Community Planning Advocate David L.A. Gordon and Sara Wehbi November 16, 2022: Economics, Queens University, 2024).

(8) The 1944 Curtis Report Terms of Reference

- To review the existing legislation and administrative organization relating to housing and community planning, both urban and rural, throughout Canada, and
- To report regarding such changes in legislation, or modification of organization and procedure, as may be necessary, to ensure the most effective implementation of what the Subcommittee considers to be an adequate housing program for Canada during the years immediately following the war.

(9) Curtis Report Key Community Planning Findings and Recommendations

A. General:

- *Note: At the time, while the federal government led the country's transformation, from a rural to a suburban nation, it lacked any constitutional jurisdiction in community planning.*
- In 1944, it's estimated that Canada had about 5 part-time professional planners.
- Need to Train Planners: Thus, the Report aimed to educate a new generation of needed professional planners, to address the severe shortage of qualified personnel, following the collapse of the planning profession during the 1930s Depression and WWII.
- Purpose of Planner Training": The new planner training was to support a post-war, comprehensive and planned approach to housing, including urban redevelopment.

B. Community Planning Courses and Support

The Report proposed the following key recommendations:

1. Create more and better:
 - planning schools and planners,
 - modern neighbourhood designs (e.g., crescents, cul-de-sacs, with schools at the centre, rather than the traditional grid systems),
2. Provide Grants to Universities to Establish Dedicated Planning Programs
Since Canada had an altogether inadequate supply of persons properly trained in town-planning techniques and of junior personnel able to assist them in future administration, the Report recommended that the Federal government make available a fund for assistance to universities and other institutions to train planners.
3. Establish A National Model Planning Curriculum:
It suggested that a new federal agency (think CMHC) develop a "model planning curriculum" to standardize the planning profession.
4. Establish Planning Scholarship Programs
CMHC later established scholarships to fund students at the first four schools of planning in Canada: the University of Toronto, University of Manitoba, University of British Columbia and McGill University.
5. Establish Professional Planner Qualifications
The Report stressed that community planning must be conducted by "qualified professionals," which led to a slow but steady increase in new professional planners: about five per year by the mid -1950s.
6. Public Education
The Report promoted the public understanding of planning (see CPAC below).

7. Immediately establish a Federal Town and Community Planning Agency:
 - Promote and co-ordinate town & community planning throughout the country,
 - Carry out functions in the fields of information, research and advisory services, in closest possible co-operation with the provincial governments.
8. Establish in Canada, a Three-Fold Community Planning Program
 - (1) Principal metropolitan and large centres (including the satellite communities),
 - (2) Smaller towns and municipalities, and
 - (3) Farm areas.
9. Establish Provincial and Municipal Planning Requirements

Because in 1944, the necessary legislation and techniques required for adequate town planning didn't exist anywhere in Canada and few were acquainted with their requirements, Provincial and municipal governments were to establish:

 - Legislation: to enable provincial and municipal regulations and bylaws,
 - a provincial Town Planning Bureau,
 - Municipal Planning Departments & Commissions: composition & functions,
 - the nature of a Master Plan.

For a Perspective: 26 years later, in the early 1970s, Nova Scotia community planners were still trying to figure out what the Table of Contents of their first town plans should look like.

- C. Establish A National Housing Strategy:

It proposed a bold strategy to build one million small, affordable homes in planned communities to house returning WWII veterans.
- D. The Birth of CMHC:

In 1946, the Report led directly to the creation of the Central Mortgage and Housing Corporation (CMHC) which revolutionized housing by providing low-interest, 25-year mortgages and making first time homeownership accessible to the middle class.

On April 23, 2026, 1971 Planning Grad Peter Keilhofer pointed out that:

1. Re CMHC:
 - Initially, the Canada Mortgage and Housing Corporation was actually called the Central Mortgage and Housing Corporation.
 - In 1979, it's name was changed in wake of the Quebec separation referendum.
 - Not only did CMHC aid the introduction of Town Planning in Canada, it created:
 - (1) Building Codes,
 - (2) Urban Renewal,
 - (3) Mortgage Insurance,
 - (4) the Housing Industry,
 - (5) Funding for Social Housing,
 - (6) Water and Sewer Infrastructure.
2. Re The 1971 - 1979 Ministry of State for Urban Affairs
 - In 1971, the Ministry of State for Urban Affairs was created by Trudeau senior in light of the *Lithwick Reports* and was finally considered a Federal intrusion into provincial jurisdictions.
 - It attempted to deal with cities as part of a system.
 - Largely consisting of urban academics, it included Len Gertler who was Director of Research.
 - It had some positive outcomes including aiding:
 - Granville Island, in BC:
 - Vieux Port in Montreal;
 - the North End in Winnipeg; and
 - downtown Saint John, NB.

3. Re: The N.H. Lithwick Report: "*Urban Canada: Problems and Prospects*" (1970)

Key Conclusions:

- The Absence of Federal Urban Policy: A major conclusion was the lack of an explicit federal urban policy, which caused severe issues in Canadian municipalities.
- Federal Role Needed: As the health of cities directly impacts national economic development, he argued that the federal government must play a direct role in the urban sphere, to ensure that cities are productive and safe.
- Economic Drivers: The report, often called the "Reluctant Urbanist" study, indicated that urgent issues in Canadian cities were rooted in economic development, rather than just physical planning.
- Urban Poor: In a companion study, Lithwick concluded that the vast majority of the urban poor in large Canadian cities were elderly, making them difficult to assist through traditional labor-oriented policies.
- Limitations of Municipal Action: Lithwick concluded that the major forces influencing cities do not lie within their control, necessitating senior government intervention.

E. 1946: The Birth of the Community Planning Association of Canada (CPAC)

The Community Planning Association of Canada (CPAC) served to bridge the gap between professional experts and the general public by promoting community planning and discussion forums in Alberta, BC, Ontario, Quebec, Nova Scotia, New Brunswick, Nova Scotia and Prince Edward Island.

For a Perspective: 25 years later, in the 1970s, of the original nine, the only two remaining CPAC groups were in Nova Scotia & Saskatchewan. (Terry Crowe worked with both).

F. A "Critical Housing Approach Decision":

Historians identify the Cutis Report, as the point where Canada diverged from the UK and US, choosing a path of subsidized mass suburbanization that still defines Canadian cities.

G. Contemporary Housing Relevance:

The Report is seeing a revival today, as in 2023, Federal policy discussions proposed to reintroduce small-home pattern books (like the "Victory Houses" of the 1940s) which is a direct nod to the successful strategies first outlined by the Report.

These recommendations effectively laid the groundwork for the modernization of the Canadian Community Planning profession, shifting Planning, from an ad-hoc wartime activity, to a structured academic and professional discipline.

(10)Curtis Report Implementation Progress

In 1944: The Curtis Report estimated that Canada had only about five part-time Planners.

In 1949: It was estimated that there were 45 Planners in Canada.

In the 1950's:

- CMHC:
 - had a direct role in founding the first five Canadian university Planning schools,
 - funded half of the first Planning professors' salaries,
 - provided scholarships for half the Master Planning students,
 - provided Doctoral Fellowships to become a Planning professor, and
 - provided a Federal \$5 million research fund.
- Progress
 - 9 of 10 provinces had new Planning legislation,
 - Planning became a mandatory municipal activity, with regulatory plans,
 - Most provinces had Planning bureaus,
 - Most cities had Planning Commissions or boards,
 - Many cities had consultants preparing comprehensive plans and zoning bylaws,
 - Some cities were hiring their own municipal Planners, and
 - By the mid-1950s, about 5 new professional Planners per year were graduating.

1960s Progress

- All major cities had Planning Commissions or boards,
- Some cities were establishing regular staffed Planning departments,
- Most cities and towns had comprehensive Plans and zoning bylaws, and
- Most cities and some towns had municipal Planners on staff.

A 1970s Glimpse of Nova Scotia Planning Progress

- In the early 1970s, Nova Scotia's new Planning Act (prepared by Reg Laing of NS Municipal Affairs) required that all municipalities which had Zoning Bylaws, to keep them, had to prepare a municipal plan within two years.
- (FYI: at Municipal Affairs, Reg Laing was briefly Susan Austen's and Terry Crowe's boss, before he went York: Soon afterwards, Susan also went to York and got her Masters of Environmental Studies there).
- The new Planning Act generated a wave of NS Municipal Affairs' cost sharing assistance which led to the hiring of at least 6 Planning Grads from Waterloo:
 1. for Yarmouth (enter Rose Marie Bell, an early 1965 Waterloo Geographer),
 2. for Windsor / West Hants County (enter Ted Cymbaly),
 3. for Truro - Colchester County (enter Doug Foster),
 4. for the Pictou County District Planning Commission (DPC) (enter Rick Spanik),
 5. for the Lunenburg DPC (enter Phil Hore),
 6. for the Cape Breton DPC (enter Doug Foster), and
 7. for the Annapolis County DPC (enter Terry Crowe).
- It was a big step forward. Other provinces did the same.

NS Development Officers First Recognized:

- As well, for the first time, the new NS Planning Act recognized Development Officers whose duties included:
 - reviewing rezoning & subdivision applications for conformity with plans & zoning,
 - approving subdivision plans,
 - issuing subdivision variances, and
 - enforcing compliance orders.
- They were not Planners, building inspectors, or economic development officers.
- Soon thereafter, Municipal Affairs, assisted them in establishing a Development Officer's Association and training programs to improve the quality of their service.

(11) Examples of Post WW2 Veterans Land Act Housing: North of YVR in Richmond, BC

A. *The Cora Brown Housing Subdivision* (now MacDonald's Beach).

Where: Block 5 North, Range 7 West, West ½ of Sections 12 and 13.

North of the Vancouver International Airport (YVR), in central north Sea Island.

Cora Browne inherited the land, from her dad, the last VLA owner.

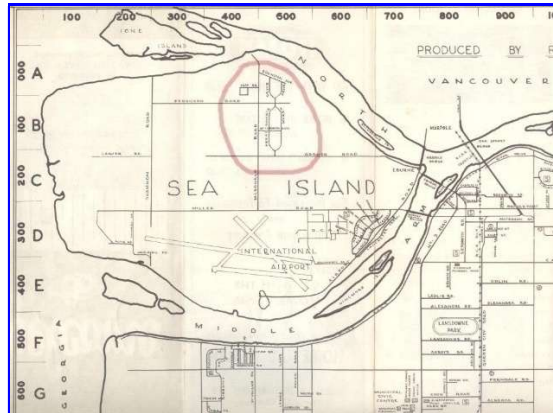
Purpose:

- The Federal government bought this area to build homes for returning veterans.
- The original 50 houses were on Grauer, Ferguson, Myron and Abercrombie Dr.
- Each acre site had a small two-bedroom house (about 800 sq. ft.).

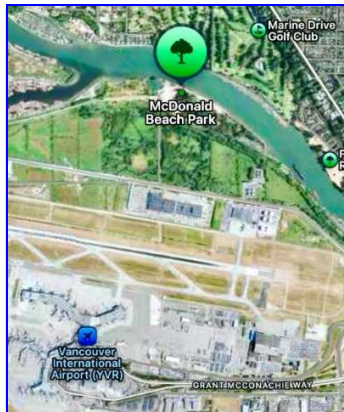
In the rest of the VLA subdivision, people could build their own designs.

- The streets were named after young Richmond men who died in WW2.
- Around 1960, another smaller subdivision was built to the west of Cora Brown on the other side of McDonald Road. The two neighbourhoods were entwined.

Then:



Now:



B. Burkeville's Heritage: A Military Presence

During WW2

- The Vancouver Civic Airport became a RCAF training base: Station Sea Island.
- Sentry soldiers in army camps stood ready to defend with artillery guns.
- Women supported the war effort, working jobs traditionally held by men.
- As the motto of the Women's Division said, "*We Serve that Men May Fly.*"
- The Federal government expropriated dairy farmers to build housing.
- Burkeville was built to house Boeing Canada worker families during WW2.
- In 1939, the Sea Island Boeing plant opened, to manufacture Patrol Bomber (PBY) Catalina Aircraft and midsections of the B-29 Superfortress.
- Female aircraft riveters were known as "*Rosie the Riveters.*"

After WW2

- Burkeville housed veteran families.
- Amenities: stores: a gas station, church, 9-hole golf course and Veteran's Club.
- Streets are named after World War II military aircraft.
- Sea Island's Community Centre was housed in Cooney's dairy barn.
- The nearby Sea Island School sat on the former Hill family's daffodil farm.

1944 Burkeville, Richmond, BC:



1944: Burkeville, on Sea Island, Richmond, BC: City of Richmond Archives: 1984

2012:



(Source: Rebecca Bollwitt, Thursday June 28, 2012 – 10:09 am)

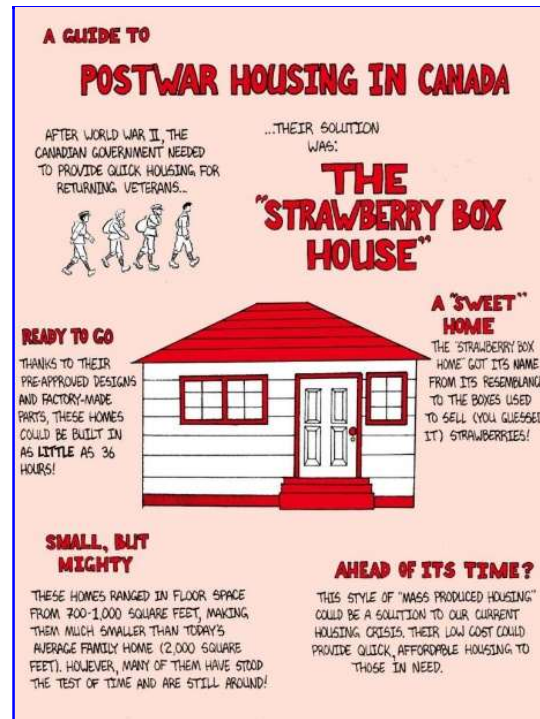
C. The Strawberry Box House

In Canada, a "strawberry box house" is a house, built during World War II and into the 1950s to 1960s.

It used a square or rectangular foundation, similar to boxes used to hold strawberries (aka: "Simplified Cape Cod", or "Victory Houses").

Its characteristics include:

- slight overhang of the front roof over the facade,
- 2 windows in the front,
- no dormers,
- usually no shutters on the windows, and
- maybe a small porch.



Sources: The sources in this section include:

1. How CMHC Revived Canadian Community Planning 1944-1970 Canadian Institute of Planners Conference 2019, David L.A. Gordon, Queen's University.
2. The Conversation, Canada is a suburban nation because of post-Second World War government policy. Following the Second World War, the federal government led the country's transformation from a rural to a suburban nation, despite lacking any constitutional jurisdiction in community planning, By David L.A. Gordon, Professor, School of Urban and Regional Planning; Department of Geography and Planning, February 26, 2024.
3. Director: Alexandra Flynn and Director Emeritus: Penny Gurstein: The Housing Research Collaborative, Peter A. Allard School of Law, 1822 East Mall, University of British Columbia, Vancouver, BC, V6T 1Z1).
4. Terry Crowe, Retired Planner, Richmond, BC.
5. Uday, Rana, "Strawberry box homes? How Ottawa plans to make an old strategy new," Global News. December 13, 2023. Accessed February 14, 2024).

PART 6 - More Planners Meant More University Planning Programs

1. Introduction

From 1950 to 2026 (76 years), Canada's community planning culture, universities and planning programs evolved to meet the growing demand for planners and adjusted to circumstances (e.g., military resettlement, immigration, the 1945 - 1965: Baby Boom).

As the need for more planners increased, to ensure quality, so did the need for more:

- (1) university planning schools, and
- (2) new organizations to accredit and regulate them.

Currently, in Canada there are 17 accredited universities, offering 31 Planning programs.

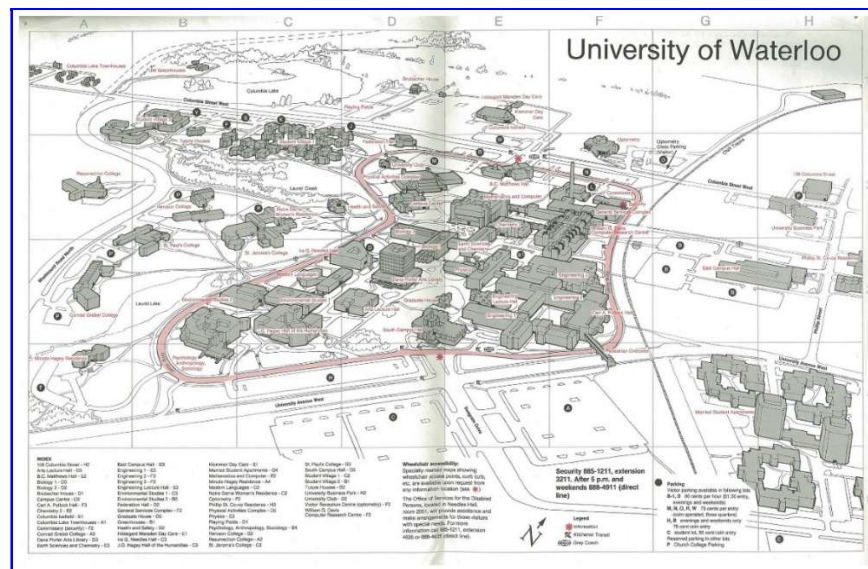
2. Since 1972

In 1972, there were 6 Canadian Community Planning programs at several universities.

By 2026, 11 more Planning programs had been added for a current total of 17.

Interestingly, during this period, 21 Planning programs in 12 universities ceased, for a variety of reasons (e.g., reduced federal funding, high university deficits, the merging of programs).

The net result has been that the Canadian university Community Planning culture and sector increased and enhanced Planning programs, to meet the demand and modified them to adjust to changing circumstances.



Source : <https://i.imgur.com/rLcyhFD.jpeg>

To See the University of Waterloo Evolve Over Time - see:

January 30, 2024, University of Waterloo: Campus Progression Through Imagery, Created by the University of Waterloo's Geospatial Centre

3. The Current 17 Accredited University Planning Programs (Alphabetical by University):

- (1) A University of Alberta
 - (1) *B.A./B.Sc. (Planning)* (Sept. 1, 2012 – Aug. 31, 2026),
 - (2) *M.Sc. (Urban and Regional Planning)* (Sept. 1, 2018 – Aug. 31, 2026)
- (2) University of British Columbia
 - (1) *M.A./M.Sc. (Community and Regional Planning)* (Sept. 1, 1952 – Aug. 31, 2016),
 - (2) *Master of Community and Regional Planning (MCRP)* (Sept. 1, 2016 – Aug. 31, 2026)
 - (3) *Master of Community and Regional Planning – Indigenous Community Planning (MCRP-ICP)* (Sept. 1, 2017 – Aug. 31, 2026)
- (3) University of Calgary
 - (1) *Master of Planning* (Sept. 1, 2011 – Aug. 31, 2028)
- (4) Dalhousie University
 - (1) *Master of Planning* (Sept. 1, 2003 – Aug. 31, 2026)
 - (2) *Bachelor of Community Design, Honours, with the following Majors (various accredited Minors are available – please consult the University):*
 - (a) *Major in Environmental Planning* (Sept. 1, 2003 – Aug. 31, 2026)
 - (b) *Major in Urban Design and Planning (formerly Urban Design Studies)* (Sept. 1, 2003 – Aug. 31, 2026)
 - (c) *Double Major Community Design (Urban Design Studies) and Sustainability* (Sept. 1, 2012 – Aug. 31, 2026)
 - (d) *Double Major Community Design (Environmental Planning) and Sustainability* (Sept. 1, 2012 – Aug. 31, 2026)
- (5) University of Guelph
 - (1) *M.Sc. (Rural Planning & Development, Canadian Stream)* (Sept. 1, 1983 – Aug. 31, 2028)
 - (2) *M.Sc. (Rural Planning & Development, International Stream)* (Sept. 1, 2008 – Aug. 31, 2028)
- (6) University of Manitoba
 - (1) *Master of City Planning* (Sept. 1, 1952 – Aug. 31, 2030)
- (7) McGill University
 - (1) *Master of Urban Planning* (Sept. 1, 1974 – Aug. 31, 2026)
- (8) University of Northern British Columbia
 - (1) *Bachelor of Planning (BPL)* (Sept. 1, 2005 – Aug. 31, 2026),
- (9) Université du Québec at Montreal
 1. *Baccalauréat ès Sciences spécialisé en urbanisme* (1 sept. 1984 – 31 août 2016)
- (10) Queen's University
 1. *Master of Urban & Regional Planning* (Sept. 1, 1973 – Aug. 31, 2026)
- (11) Toronto Metropolitan University (formerly Ryerson)
 - (1) *Bachelor of Urban and Regional Planning (PLAN)* (Sept. 1, 1973 – Aug. 31, 2031)
 - (2) *Post Degree Bachelor of Urban & Reg. Planning (PLAB)* (Sept. 1, 2006 – Aug. 31, 2031)
 - (3) *Post Diploma Bachelor of Urban & Reg. Planning (PLAD)* (Sept. 1, 2006 – Aug. 31, 2031)
 - (4) *Master of Planning in Urban Development* (Sept. 1, 2009 – Aug. 31, 2031)
- (12) University of Saskatchewan
 - (1) *B.A. in Regional and Urban Planning* (Sept. 1, 2009 – Aug. 31, 2026)
- (13) Simon Fraser University (SFU)
 - (1) *Bachelor of Environment, REM (Planning)* (Sept. 1, 2019 – Aug. 31, 2028)
 - (2) *Master of Resource Management (Planning)* (Sept. 1, 2004 – Aug. 31, 2028)
- (14) University of Toronto
 - (1) *M.Sc. (Planning)* (Sept. 1, 1963 – Aug. 31, 2027)
- (15) University of Waterloo
 - (1) *Bachelor of Environmental Studies Honours Planning and Honours Co-op Planning* (Sept. 1, 1968 – Aug. 31, 2031)
 - (2) *Master of Arts (Planning)* (Sept. 1, 1968 – Aug. 31, 2031)
 - (3) *Master of Environmental Studies (Planning)* (Sept. 1, 1998 – Aug. 31, 2031)
- (16) Vancouver Island University (Nanaimo)
 - (1) *Master of Community Planning* (Sept. 1, 2015 – Aug. 31, 2026)
- (17) York University
 - (1) *Master in Environmental Studies (Planning)* (Sept. 1, 1970 – Aug. 31, 2027)

4. Current Earliest to Latest Accredited Planning Universities

- (1) 1952
 - UBC: M.A./M.Sc. (Community & Regional Planning) (Sept. 1, 1952 – Aug. 31, 2016),
 - University of Manitoba: Master of City Planning (Sept. 1, 1952 – Aug. 31, 2030)
- (2) 1963: University of Toronto: M.Sc. (Planning) (Sept. 1, 1963 – Aug. 31, 2027)
- (3) 1968: University of Waterloo
 - Bachelor of Environmental Studies Hon, Planning & Hon. Co-op Plan'g (Sept. 1, 1968 – Aug. 31, 2031)
 - Master of Arts (Planning) (Sept. 1, 1968 – Aug. 31, 2031)
- (4) 1970: York: Masters: Environmental Studies (Planning) (Sept. 1, 1970 - Aug. 31, 2027)
- (5) 1973: Queen's: Master of Urban & Regional Planning (Sept. 1, 1973 - Aug. 31, 2026)
- (6) 1974: McGill: Master of Urban Planning (Sept. 1, 1974 - Aug. 31, 2026)
- (7) 1983: Guelph: M.Sc. (Rural Plan & Devm't, Can, Stream) (Sept. 1, 1983 - Aug. 31, 2028)
- (8) 1984 : Univ. du Quebec at Mont': Baccal. ès Sc. spécialisé en urbanisme (Sept 1/'84 Aug 31/'06)
- (9) 2003: Dalhousie University:
 - *Master of Planning (Sept. 1, 2003 – Aug. 31, 2026)*
 - *Bachelor of Community Design, Honours, with the following Majors*
 - *Major in Environmental Planning (Sept. 1, 2003 – Aug. 31, 2026)*
 - *Major in Urban Design & Planning (formerly Urban Design Studies) (Sept. 1, 2003 – Aug. 31, 2026)*
- (10)2005: UNBC: Bachelor of Planning (BPL) (Sept. 1, 2005 – Aug. 31, 2026)
- (11)2008: Guelph: M.Sc. (Rural Planning & Development, International Stream) (Sept. 1, 2008 - Aug. 31, 2028)
- (12)2011: Calgary: Master of Planning (Sept. 1, 2011 - Aug. 31, 2028)
- (13)2012
 - *University of Alberta - B.A./B.Sc. (Planning) (Sept. 1, 2012 - Aug. 31, 2026),*
 - *Dalhousie University*
Bachelor of Community Design, Honours, with the following Majors
 - *Double Major:*
 - *Community Design (Urban Design Studies) & Sustainability (Sept. 1, 2012 / Aug. 31, 2026)*
 - *Community Design (Environmental Planning) & Sustainability (Sept. 1, 2012 / Aug. 31, 2026)*
- (14)2016: UBC MA Community & Regional Planning (MCRP) (Sept. 1, 2016 - Aug. 31, 2026)
- (15)2018: University of Alberta: M.Sc. (Urban & Reg Plan) (Sept. 1, 2018 - Aug. 31, 2026)
- (16)2017 UBC: Master of Community and Regional Planning - Indigenous Community Planning (MCRP-ICP) (Sept. 1, 2017 – Aug. 31, 2026)

5. 21 Formerly Accredited Planning Programs Now Cancelled (Alphabetically)

- (1) A University of British Columbia
Ph.D. (Community and Regional Planning) (Sept. 1, 1973 – Aug. 31, 2010)
- (2) University of Calgary
 - (a) Master of Environmental Design (Planning) (Sept. 1, 1976 – Aug. 31, 2008)
 - (b) PhD Environmental Design (Sept. 1, 1998 – Aug. 31, 2005)
- (3) Dalhousie University
 - (a) Master of Engineering/Master of Planning (Sept. 1, 2003 - Aug. 31, 2011)
 - (b) Master of Applied Science/Master of Planning (Sept. 1, 2003 - Aug. 31, 2011)
 - (c) Master of Urban and Rural Planning (Sept. 1, 1981 - Aug. 31, 2011)
 - (d) MA Engineering/MA Urban & Rural Plan, (Sept. 1, 1981 - Aug. 31, 2011)
 - (e) MA Applied Science/MA of Urban & Rural Plan. (Sept. 1, 1981 - Aug. 31, 2011)
 - (f) BA Community Design; Honours (Environ. Plan) (Sept. 1, 2003 - Aug. 31, 2011)
 - (g) BA of Community Design; Hon. (Urban Design) (Sept. 1, 2003 – Aug. 31, 2011)
- (4) University of Northern British Columbia
Bachelor of Science, Environmental Planning (Sept. 1, 1996 – Aug. 31, 2004)
- (5) Nova Scotia College of Art and Design
Bachelor of Design in Environmental Planning (Say 1970 - ?)
- (6) Université Laval
Maîtrise en aménagement du territoire et développement régional (1 sept. 1984 - 31 août 2016)
- (7) Université du Québec à Montréal
 - (a) Baccalauréat ès sciences spécialisé en urbanisme (1 sept. 1984 – 31 août 2016)
 - (b) Maîtres en urbanisme (1968-2016)
- (8) University of Ottawa
Master of Planning (Sept. 1, 1977 – Aug. 31, 1983)
- (9) University of Saskatchewan
B.A. in Regional and Urban Development (Sept. 1, 1968 – Aug. 31, 2008)
- (10) University of Toronto
 - (a) Diploma in Town and Regional Planning (Sept. 1, 1952 – Aug. 31, 1975)
 - (b) Ph.D. Urban and Regional Planning (Sept. 1, 1976 – Aug. 31, 1982)
- (11) University of Waterloo
Doctor of Philosophy (Planning) (Sept. 1, 1968 – Aug. 31, 2014)
- (12) University of Windsor
Honours Bachelor of Arts (Planning) (Sept. 1, 1990 – Aug. 31, 2004)

6. Ensuring Quality University Planning Programs and Professional Standards

(1) General

Part of improving Canada's professional community planning culture required establishing professional planning program accreditation and planner certification requirements including a Planner Code of Conduct and Values.

Thus in 2012, the Canadian Professional Standards Board (PSB) for the Planning Profession was established to administer the certification process of professional planners on behalf of the Provincial and Territorial Institutes and Associations (PTIAs), which regulate the planning profession across Canada, and the Canadian Institute of Planners (CIP).

(2) The PSB

PSB is a separately incorporated body, headed by an independent Board of Directors, and operates under agreements with its members to provide the following services:

- Planner Certification:
 - Assessment of applications for PSB's processes and eligibility for Candidate membership in the PTIAs (and therefore CIP),
 - Verification of mentorship and sponsorship of work experience,
 - Delivery of courses and exams leading to professional planner accreditation.
- Accreditation of University Academic Planning Programs:
 - Reviewing existing accreditations of university planning degree programs based on the program principles, policies and administrative arrangements.

Its members are:

- Canadian Institute of Planners,
- Atlantic Planners Institute,
- Licensed Professional Planners Association of Nova Scotia,
- Ontario Professional Planners Institute,
- Manitoba Professional Planners Institute,
- Saskatchewan Professional Planners Institute,
- Alberta Professional Planners Institute, and
- Planning Institute of British Columbia.

Vision: Public trust in the planning profession and planning education in Canada.

Mission: Deliver a rigorous and measurable assessment of competency for individuals and academic institutions seeking planning certification or accreditation across Canada.

Currently, the PSB administers the certification process for all PTIAs, except l'Ordre des urbanistes du Québec (OUQ).

(3) Requirements For A Profession

Planning is a profession because it requires / has:

1. Specialized education and training
2. Licensing and registration
3. Specialized knowledge
4. Ethical Standards
5. Self-Regulation, and
6. Service Orientation.

These requirements ensure that members can be trusted with public safety and high-level responsibilities. (Source: Canadian Information Centre for International Credentials).

(4) About Planner CIP Certification

A. General

- In Canada, one generally does not need a license from the Canadian Institute of Planners (CIP) to practice community planning, as it is not a legally regulated profession in all jurisdictions.
- However, holding a certification (Registered Professional Planner: RPP) via CIP and its affiliated Provincial and Territorial Institutes and Associations (PTIAs) is often required by employers and necessary to use professional titles.

B. The Role of CIP Certification (RPP)

- Here is the breakdown of the requirements:
- Voluntary vs. Compulsory:
 - A "Reserved Title": In most provinces, Planning is a "Reserved Title" profession, not an exclusive right-to-practice.
 - This means that:
 - anyone can technically work in Planning, but
 - only certified members can use the titles Registered Professional Planner (RPP) or Member of the Canadian Institute of Planners (MCIP).
- Mandatory Requirements:

While not legally required by law in every province, membership with a PTIA (e.g., PIBC in BC, OPPI in Ontario) and CIP is often a requirement for "Planner 1" and senior positions, especially in municipal government.
- Regulated Jurisdictions:

In certain provinces like Alberta, Saskatchewan, and Quebec, the profession is regulated, and special signing authority for official plans (OCPs) may be restricted to licensed/certified planners.

C. How to Become CIP Certified

The certification process is managed by the Professional Standards Board (PSB) on behalf of CIP and provincial affiliates:

- Education: A recognized degree in Planning.
- Experience: At least two years of responsible professional Planning experience.
- Mentorship: Completion of a one-year mentorship program.
- Ethics & Exam: Passing an ethics course and a professional entrance exam.

D. Benefits of CIP Certification

- Use of Titles: Only registered members can use RPP or MCIP designations.
- Job Eligibility: Many employers, especially municipalities, require RPP status or eligibility for membership.
- Accountability: Certified planners follow a Code of Professional Conduct.

Summary Table	
Context	CIP Requirement
Working as a planner	Generally, no, but preferred/required by most employers.
Using the title "RPP"	Yes, must be registered with a Provincial/Territorial Institute.
Using the title "MCIP"	Yes, must be a member in good standing with CIP.
Signing Official Plans	Often yes (varies by province/regulation).

E. The CIP Planner Code of Conduct (August 19, 2016: see CIP Web for details)

It is worth noting that the Planning profession has a Code of Conduct regarding:

- (1) The Planner's Responsibility to the Public Interest
- (2) The Planner's Responsibility to Clients and Employers
- (3) The Planner's Responsibility to the Profession and Other Members

F. The CIP Planner Statement of Values (August 2016)

Similarly, it is worth noting the values that Planners are to follow:

1. To Respect and Integrate the Needs of Future Generations
 - CIP members recognize that their work has cumulative and long-term implications.
 - When addressing short-term needs, CIP members:
 - acknowledge the future needs of people, other species and their environments,
 - are to avoid committing resources that are irretrievable or irreplaceable.
2. To Overcome or Compensate for Jurisdictional Limitations
 - CIP members understand that their work has a potential impact on many jurisdictions and interests.
 - They must therefore practice in a holistic manner, recognizing the need to overcome the limitations of administrative boundaries.
3. To Value the Natural and Cultural Environment
 - CIP members believe that both natural and cultural environments must be valued.
 - They assume roles as stewards of these environments, balancing preservation with sustainable development.
4. To Recognize and React Positively to Uncertainty

CIP members believe that:

 - the long-term future is unpredictable, and
 - adaptable and flexible responses to deal positively with this uncertainty must be developed.
5. To Respect Diversity

CIP members respect and protect diversity in values, cultures, economics, ecosystems, built environments, and distinct places.
6. To Balance the Needs of Communities and Individuals

CIP members:

 - seek to balance the interests of communities with the interests of individuals, and
 - recognize that communities include both geographic communities and communities of interest.
7. To Foster Public Participation

CIP members:

 - believe in meaningful public participation by all individuals & groups, and
 - seek to articulate the needs of those whose interests have not been represented.
8. To Articulate and Communicate Values

CIP members believe in:

 - applying these values explicitly to their work, and
 - communicating their importance to clients, employers, colleagues and the public.

G. CIP Related Provincial and Territorial Institutes and Associations

Below are the Provincial and Territorial Institutes and Associations:

- API – Atlantic Planners Institute
- APPI – Alberta Professional Planners Institute (& NWT & Nunavut)
- MPPI – Manitoba Professional Planners Institute
- OPPI – Ontario Professional Planners Institute
- OUQ – Ordre des urbanistes du Québec
- PIBC – Planning Institute of British Columbia (& Yukon)
- SPPI – Saskatchewan Professional Planners Institute

All this was part of Community Planning culture building.

1957 to 1966:

In 1958: Laying The Foundation: Graduate House, University of Waterloo:



In 1958, the Waterloo College of Associated Faculties, later to become the University of Waterloo, purchased 184 acres in Waterloo, ON.

Note:

- ☐ To build the University of Waterloo, they swapped farmland for education.
- ☐ See Doug Koch's comments, as he played there growing up.

Founded on engineering and co-operative education, the University quickly added mathematics, arts, science and environmental studies programs.

By the 1966, the fledgling school had begun to make an international mark as a computer science leader, with the WatFOR compiler, developed by undergraduate students and used by programmers around the world: by Waterloo Staff. (UoW: Special Collections & Archives).

1966: An aerial view of the University of Waterloo campus



Source: Professional Standards Board: PSB

PART 7 – There Will Be More Planners in Canada

1. Introduction

“Planning is - and planners are - here to stay.” (T. Crowe)

The reports below indicate that, going forward, there will continue to be a wide range of work for more Planners across Canada.

2. 2026 CIP Stats

On May 14, 2026, Assma Benhaddou, Specialist, Member Services CIP, Ottawa provided the following current CIP membership breakdown:

2026 CIP Membership May 14, 2026		
Category	Number	% (+/-)
Full / Certified	5,654	55%
Student	1,496	15%
Candidate	1,458	14%
Non-Acc Student	645	6.0%
Pre-Candidate	360	4.0%
Non-Practicing	301	3.0%
Retired	228	2.0%
Lifetime	82	0.8%
Public Subscriber	63	0.6%
MCIP- International	15	0.1%
Total	10,302	100%

3. 2024 The Government of Canada's National Adaptation Strategy

The Strategy set a specific goal for 2027: that 70% of relevant professional association members (including Planners) possess the capacity to apply *climate change adaptation tools*.

4. Canada in 2100 (CIP) June 2025

Summary in the Report Introduction

This report prepared by the College of Fellows outlines a once in a generation opportunity for the Canadian Institute of Planners (CIP) and its members to refresh and elevate the role of planning in Canada.

A key purpose of this report is to ask that the Canadian Institute of Planners lead the profession in collaborating with government, business leaders and other key institutions to formulate and implement policies to grow Canada's population in ways that equitably respond to the needs of current citizens and newcomers, as well as future generations, by planning for a Canada that is economically, socially and environmentally sustainable for all.

This report sets out two complementary themes:

- (1) Active Engagement: First, this report makes the case that planners should actively engage with government, the business community and the country's major institutions to advocate ways for a planning perspective to be integrated into the development of immigration policies, as they affect the economy, housing and infrastructure priorities. This has been missing to date, but to do this effectively, the profession will need to expand its capacity to think and act longer-term while continuing to address current and medium-term issues.

- (2) Embracing Change: Second, the report outlines a series of steps that we believe CIP should take in collaboration with provincial/territorial affiliates to expand on the ideas and conclusions reached in our foundational paper. Making the most of the experience and diverse knowledge within the College and the CIP membership at large can help the profession reach its full potential. (CIP Website).

5. 2026 – 2029: Planner Challenges, Shortages, Trends

Planners will continue to be needed for the following reasons.

- Urbanization Trends and Implications
June 27, 2025: *UN Development Programme Strategic Plan, 2026 – 2029*:
By 2050, it is projected that 70% of the world's population will live in cities, placing intense pressure on Canadian municipalities, to manage everything: transit-oriented, compact developments, housing, infrastructure, services, overcrowding, traffic congestion, pollution and social inequality.
- To Address Complex First Nations, Resource, Regional and Rural Issues:
Planners can help address the continued pressure to better balance and co-ordinate:
 - First Nations and non-First Nation rights and interests,
 - agriculture, forestry, fishing and mineral production,
 - highways, pipelines, wind generation towers,
 - watersheds, shorelines, ecological network and natural habitats,
 - residential, commercial, institutional and industrial growth, and
 - flood prevention works.
- May 20, 2021: *Net-Zero Transition: The International Energy Agency*
Planners are deemed essential for Canada's goal of being carbon neutral by 2050, requiring a workforce specialized in integrated community energy planning and resilient infrastructure.
- 2024 - 2033 (9 Years): *Urban & Land Use Planners: Occupational Projection Summaries*
Between 2024 and 2033, the risk of facing a shortage of planners is very limited.

2023 Estimates:

- Employed Planners: 15,600,
- Percentage of workers aged 50 and over: 22 %,
- 2023: Median Age of Retirement: 67 years old.

Summary: Estimated 2024 - 2033 (the next 9 years) Urban and Land Use Planner:

- Job Openings: 4,100,
- Job Seekers: 6,500.

2023 - 2033 Estimates:

Projected job openings are due to both job creation (expansion demand) and replacement demand (retirements, in-service deaths, or emigration).

- This is an average of 410 planning jobs per year (2.7% of the 2023 15,600 workers).
- The 52% Planner job creation estimate is higher than the 32% of other job openings.
- Annual Planner employment growth (1.3%) is close to the national average (1.2%).

Urban and Land Use Planners work mainly in:

- 73% - Public Administration: and expected to grow at an annual rate of 0.7%.
- 21% work in Architectural, Engineering, Design and Scientific R&D Services, which is projected to experience an annual growth rate of 0.7%.

The Replacement Planner Demand

- This demand is expected account for 48% of job openings: mostly, due to retirement (56%), a proportion lower than the national average (78%).

- Fewer workers in this occupation are aged 50 and over, and tend to retire later, resulting in a lower retirement rate than the average for all occupations.

-

2024 - 2033 Projected Job Seekers

- Over this period, a total of 6,500 job seekers arising from “School Leavers” (e.g., graduates), immigrants, re-entrants into the labour market, and those changing occupations are expected.
- This is average of 650 job seekers per year.
- This represents around 4.2% of the 2023 employment level (15,600 workers).
- Most Planning applicants are expected to be “School Leavers”, then immigrants.

Summary: - More job seekers are expected than job openings.

(Source: Economic Policy Directorate, Employment & Social Development Canada: Jan. 30, 2025).

6. 2025 Federal Government Investments

The 2025 Federal Budget (Budget 2025), proposes projects which will require planners:

- \$1 Billion Arctic Infrastructure Fund for:
 - dual-use transportation projects (e.g., airports, seaports, all-season roads & highways); and
 - over \$67M for Indigenous consultation and streamlining regulatory processes,
- A \$10 Billion Trade Diversification Corridors Fund for trade-related infrastructure including new port, railway and airport projects which seek to improve Canada's access to overseas markets.
- A \$13 Billion Build Canada Homes Fund,
- A \$51 Billion Build Communities Strong Fund
- A \$17.2 Billion Provincial and Territorial Fund for:
 - housing-enabling infrastructure (such as roads and water lines),
 - healthcare (such as hospitals), and
 - education; including post-secondary institutions) which includes a dedicated Healthcare Infrastructure Fund of \$5 billion to focus on ensuring health infrastructure such as hospitals, emergency rooms, urgent care centers and medical schools reflect the country's healthcare needs.
- A \$6 Billion Direct Delivery Fund for regionally significant projects, large building retrofits, climate adaptation and community infrastructure.
- A 27.8 Billion Community Fund for local infrastructure projects.
- A \$2.3 Billion First Nations Water and Wastewater Enhanced Program to maintain progress on roughly 800 active domestic infrastructure projects, including those addressing water advisories.
- \$2.8 billion for Urban, Rural And Northern Indigenous housing.
- \$2 billion for the Darlington New Nuclear Project to make Canada the first G7 country with a commercially operational small modular reactor.
- \$372 million for Biofuels Production
- \$13 billion for Build Canada Homes to help double the pace of homebuilding in Canada by focusing on non-market housing.
- Major Projects Office Projects include:
 - LNG Canada Phase 2 (Kitimat, BC), a major LNG export facility on the Pacific coast
 - Darlington New Nuclear Power Plant (Bowmanville, Ontario), an innovative nuclear plant using commercial-scale small modular reactor technology
 - Contrecoeur Terminal Container Project, a major port expansion 40km downstream of Montréal on the St. Lawrence River.
 - McIlvenna Bay Foran Copper Mine Project (East-Central Sask), a copper mine
 - Red Chris Mine Expansion (Northwest BC), a major gold and copper mine,
- Projects being considered include:
 - Wind West Atlantic Energy (Nova Scotia),
 - Pathways Plus (Alberta), a carbon capture and storage network and pipeline,
 - Port of Churchill Plus: upgrades to new roads, railways, energy corridor
 - Alto High-Speed Rail (Toronto to Quebec City), Canada's first high-speed railway.

(Source: McCarthy Tétrault)

7. Canada's Population Increase: 2011 to 2050

Canada & Provinces Population Projections: Base to 2050				
Province/Territory]	2011 Census Population	2025 Preliminary Estimates	2050 Projected Population	Estimated % Change (2011 to 2050)
Ontario	12,851,821	16,182,600	19,250,000	+49.8%
Quebec	7,903,001	9,111,600	10,100,000	+27.8%
British Columbia	4,400,057	5,722,300	7,250,000	+64.8%
Alberta	3,645,257	4,960,100	6,900,000	+89.3%
Manitoba	1,208,268	1,504,000	1,850,000	+53.1%
Saskatchewan	1,033,381	1,250,900	1,500,000	+45.2%
Nova Scotia	921,727	1,079,600	1,150,000	+24.8%
New Brunswick	751,171	859,000	900,000	+19.8%
Newfoundland & Lab.	514,536	545,600	530,000	+3.0%
Prince Edward Island	140,204	179,300	230,000	+64.0%
Territories (YK, NT, NU)	107,351	133,600	160,000	+49.0%
CANADA (Total)	33,476,688	41,568,600	51,870,000	+55.0%

Note:

- The projections are periodically updated by Statistics Canada to reflect immigration targets, federal temporary resident policies, and fertility/mortality shifts.
- 2011 and 2025 figures are rounded estimates rounded to the nearest hundred, and
- 2050 figures are medium-growth approximations.

Trends Onward from 2026: Canada's "Sustainable" Immigration Levels Policy"

- Now, Canada is following a "Sustainable" Immigration Levels Policy" (e.g., better manage immigration, to ensure that there's sufficient housing and services for everyone, by decreasing temporary residents, prioritizing economic immigration to attract the best talent in the World and filling critical labour gaps.
- To support a return to "sustainable immigration levels", the Government is committed to reducing Canada's temporary population to less than 5% of the total population by 2028.
- The New Temporary Resident Arrivals Targets are in 2026 - 385,000: in 2027/8: 370,000.
- These figures represent new temporary worker and student arrivals to Canada.
- Overall permanent resident admissions will stabilize at 380,000 from 2026 to 2028.

(Source: Immigration, Refugees, and Citizenship Canada: IRCC)

8. 2026: The Number of Municipalities in Canada

Planners will continue to be needed by many of Canada's more than 3,500 municipalities.

Total - 3,568

Provinces

- Quebec: -1,134
- Saskatchewan: - 782
- Ontario: - 444
- Alberta: - 354
- Newfoundland and Labrador: - 271
- British Columbia: - 162
- Manitoba: - 137
- New Brunswick: - 107
- Prince Edward Island: - 74
- Nova Scotia: - 50.

Territories

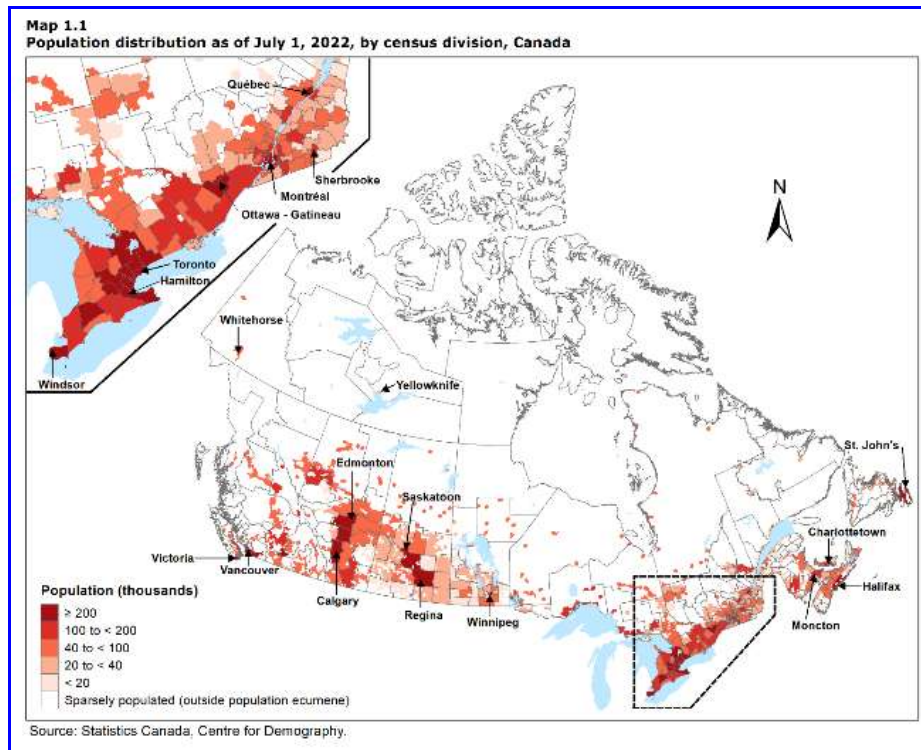
- Northwest Territories: - 33
- Nunavut: - 25
- Yukon: - 13.

Key 2026 Regional Highlights

- Alberta: Rapid growth in cities like Calgary (1.63M+) and Edmonton (1.24M+).
- British Columbia: Surrey is growing rapidly and is projected to surpass Vancouver in municipal population by 2029.
- Ontario: Has 414 local municipalities (single-tier and lower-tier). (Source: Wikipedia)

9. 2022 Canada Population Density Map

- ❑ The map below shows where Canada's population has and will likely continue to occur.
- ❑ Top left: The Quebec City–Windsor Corridor is the most densely inhabited and heavily industrialized region accounting for nearly 50 percent of the total population:



PART 8 – Perspectives on the Benefits of Community Planning

1. It's Challenging

As people don't always see or experience the benefits and importance of Community Planning, to help, here are a few perspectives.

2. Planning Everywhere For Everybody

By 1974, the first wave of over 260 Waterloo Planning Grads went out and began Planning well – pretty well everywhere in Canada.

3. Who Hired The Grads?

The Planning Grads got hired everywhere by everybody.

For example: they got hired in every province and territory; by First Nations; federal and provincial government departments; DFO; Natural Resources, Canada; the Canada Lands Company; CMHC; the Athabasca Oil Sands Task Force; Hydro 1; the BC Agricultural Land Commission; consultant firms; waterfront redevelopment authorities; cities; towns; villages; counties; regional planning commissions; school boards; island trusts; conservation boards; transportation agencies; political parties; the Canadian Labour Congress; government Finance Departments; unions (e.g., Communications and Electrical Workers Union); law firms; gas and oil transmission companies and developers (e.g., Cadillac Fairview, Carma, Onni).

Alternatively, some Grads established their own successful consulting firms and were hired by many of those above (Yes, sometimes Grads hired Grads).

As Barry Morrison (October 20, 1972: BES: Hon: Urban & Regional Planning) comments that: *"Waterloo certainly penetrated the entire fabric of Canada and they did so in a hurry."*

4. A Hint of The Impact of Waterloo's Community Planning Grads

(1) A Planner's Tools (e.g., research, facts, options, recommendations, advice):

The Grads helped manage change by:

- conducting professional research and preparing studies, facts, options, policies, plans, and recommendations for decisionmakers on many pressing issues, and
- then, they regularly presented and explained them at public open houses, Planning Committee and Council meetings and Public Hearings, all across Canada.

(2) The Importance and Range of Planning Issues that Planning Grads Addressed

To appreciate the wide and diverse range of planning issues that the Grads helped manage:

- check out any municipality's Planning Committee, Council or Public Hearing Agenda,
- see the Grad Successes and Wins Section in this Report, and
- review a few of the examples in the Table below:

Examples of A City's Large Policy, Plan and Rezoning Reports	Number of Pages
1. A Revised Agricultural Strategy	125 Pages
2. A Rezoning for an Apartment: Bylaw	130 Pages
3. Update: Steveston Heritage Plan and Bylaw	187 Pages
4. An 8 Story 144 Bed Major Health Care Facility Plan and Bylaw	265 Pages
5. Densification of a Major City Centre Shopping Mall Plan and Bylaw	150 Pages
6. A 2041 Hamilton Area Plan (5,000 to 12,000 pop.): Plan and Bylaw	134 Pages
7. Area Plan Amendment: Light Industrial to Residential: Bylaw	87 Pages
8. Densification of a 2 nd Major City Centre Shopping Mall: Plan & Bylaw	70 Pages
Average	143 Pages

(Source: 2026 T. Crowe: City of Richmond, BC)

(3) A Comment on a New 1,000 page Municipal OCP Report

When a 1,000+ page new Official Community Planning (OCP) report with all the necessary legal attachments was brought to a City Clerk, he said that it was the largest report in the City's over 100 year history. One reason was that the report had to include the complete existing OCP because it was being rescinded.

About that Street Light Rumour

Later that evening, somebody thought that when the Council Agenda Package containing the new OCP went live on the City's Web site around 8 pm, the streetlights dimmed.

5. Fun With Grad Planning Report Numbers

(1) General

Planning goes on all the time, but isn't always noticed, unless there's a controversy.

To help one better appreciate the magnitude of Community Planners' work across Canada, here are some fun, behind the scenes, examples of written work that Grads have regularly produced:

Let's say that one Planning Grad:

- each month, produced (there's a pipe line) one policy report.
- in 12 months (1 year) produced $1 \times 12 = 12$ policy reports.
- from 1974 to 2026 (52 years) would have produced $12 \times 52 = 624$ Planning reports.

To appreciate this another way: look around your living room: How many books do you see?

260 Grads:

By 1974, as there were over 260 Waterloo Planning Grads, they all could have produced:

- in one year, $260 \times 12 = 3,120$ policy reports.
- over 52 years (1974 - 2026), $52 \times 3,120 = 162,240$ policy reports.

To appreciate this another way: if the reports are 1/16" thick, they would be 845 ft high / long, or:

- higher than the average Canadian 70 story skyscraper, or
- 2.5 times longer than a Canadian football field (between the goal posts).

(2) Number of Grad Reports to be Written from Now (2026) to 2050

Similarly, in 2026, if there are 9,000 planners (CIP), each producing 12 reports per year:

- in one year, they'll produce $9,000 \times 12 = 108,000$ planning reports,
- to 2050, over the next 24 years, they'll produce $24 \times 108,000 = 2,592,000$ reports.

To appreciate this another way: the 2,592,000 reports (books) are:

- 298% more books than the 650,000 books in Canada's Library of Parliament, and
- 12% of the 22M books in Library and Archives Canada.

(3) The Total Length of 260 Grad Reports Already Written

Let's say that:

- each of the above Grad 162,240 reports has 20 pages (a modest amount), and
- each page is $8 \frac{1}{2}" \times 11"$ (height: 0.916 ft),

then, the total length of all these Grad reports laid out end to end would be:

- $162,240 \text{ reports} \times 20 \text{ pages} \times 0.916 \text{ ft. in height} / 5,280 \text{ ft./mile} = 563 \text{ miles (906 kms)}$.

To appreciate this another way: you could read all these reports when walking 8 hours a day, for 24 days, from Toronto to Montreal (walking @ 3 mph).

(4) The Total Length of Grad Reports to be Written from now (2026) to 2050

To appreciate this another way, let's say that:

- each of the 2,592,000 reports has 20 pages (a modest amount)
- each page is $8 \frac{1}{2}" \times 11"$ (height: 0.916 ft),

then the total length of all these reports laid out end to end would be:

- $2,592,000 \times 20 \text{ pages} \times 0.916 \text{ ft.} / 5,280 \text{ ft./mile} = 8,993 \text{ miles (14,472 kms)}$.

To appreciate this another way: you could read all these reports when walking for 8 hours a day, for over a year (374 days) from Vancouver to Cape Spear, NL (walking @ 3 mph).

(5) The Weight of All The Upcoming Grad Reports from 2026 to 2050

The 2,592,000 Grad reports would weight 260 tons:

$(2,592,000 \times 20 \text{ pages} \times 0.16 \text{ oz per page} / 16 \text{ oz (1lb)} / 2,000 \text{ lbs.} = 260 \text{ tons})$.

To appreciate this in another way: this is the equivalent of:

- 3 Space Shuttles, or 1.4 houses, or 2 Blue Whales (Source: The Measure of Things).

(6) Report Conservation Printing Considerations

By putting 1 copy of all the 2,592,000 reports each with 20 pages weighing a total of 260 tons, online and not printing them saves an estimated average of 185 trees and 6 acres of forest.

Note that, if a municipality actually printed all its Planning reports; then, one such report, on its journey to the Planning Committee, then to Council and then to Public Hearing, could very well be printed over 25 times (e.g., for the councillors, staff and public), thus, significantly increasing the above environmental implications. (Source: Mississippi State University).

Summary:

Enough: The point of all this has been to give a sense of the amount of effort, information, options, recommendations and advice quietly being given by Planners every day all across Canada, to help co-ordinate interests and manage change.

6. 10 Reasons Why Community Planning Is Beneficial

(1) Planning Promotes Public Safety and Health:

- Public Safety: The #1 purpose of government is to ensure the safety of its residents (e.g., police, flood prevention, services [e.g., water, sanitary sewer], Building Code),
- Planning helps provide these safety services efficiently, reduces traffic accidents, and promotes physical activity and mental health:
- Planning can help reduce the rates of obesity, diabetes and cardiovascular illnesses, as they are due in part to rates of inactivity linked to low housing density, automobile dependent development patterns, and a lack of parks and recreation facilities.

(2) Planning Enhances The Quality of Life:

- a rezoning which meets residents' needs makes them happy, not stressed and avoids them having to incur extra costs, be worried about their future and fight for what they need,
- park planning promotes improved mental and physical well-being.

(3) Planning Promotes Economic Growth and Job Creation:

- Stimulates local economies, diversification & investment, creates employment opportunities.

(4) Planning Fosters Sustainability and Environmental Health:

- Encourages responsible resource use, eco-friendly practices and better air quality.

(5) Planning Improves Infrastructure and Access to Services:

- Enhances needed infrastructure and access to facilities like healthcare and education.

(6) Planning Strengthens Community Resilience:

- Enables communities to better avoid, respond to and recover from disasters and pandemics.

(7) Planning Encourages Social Cohesion and Equity:

- Strengthens communities, fosters collaboration: reduces poverty and inequality.

(8) Planning Empowers Local Residents:

- Increases civic engagement, giving residents a better voice in their community's future.

(9) Planning Optimizes Land Use and Development:

- Reduces urban sprawl: promotes efficient land use for housing and amenities.

(10) Planning Saves Time and Cost on Projects:

- Proper planning prevents unnecessary project expenses and delays.

7. The Consequences of Not Planning

When discussing the benefits of Planning, one must also recognize the negative consequences of not Planning and not preparing all those thousands of Planning reports which include:

(1) General

- In Canada, it can lead to significant social, environmental, and economic problems and increased daily living costs per capita (e.g., housing, rent, commuting, travel), primarily due to rapid urban sprawl, car trips and increasing infrastructure costs.
- Failing to plan leads, to disjointed development, a loss of resources (e.g., air, soil and water quality; farmland, forests, marshes, foreshores) and a reduced quality of life, as seen in haphazard urban growth, and a lack of necessary health and community facilities.

(2) Northern and Indigenous Community Challenges

- A lack of Planning can unacceptably disregard Indigenous rights and territories, resulting in the erasure of their heritage resources and unique community character.
- Neglected Northern and Indigenous communities face higher transportation and construction costs, and a lack of Planning makes it harder for them to "catch-up," and secure appropriate, housing, amenities, services and long-term infrastructure.

(3) Uncoordinated Growth

Unmanaged developers focus on their individual projects which can lead to a private "free-for-all," that overlooks the need for providing and funding integrated public services, schools and parks.

(4) Urban Sprawl

- A failure to plan for and coordinate growth results in costly low density suburban expansion which spreads out residents in areas without adequate water, sanitary sewers, storm drainage, public transit, or parks, and
- It makes efficient public transit unfeasible, causing long commutes and traffic congestion which reduces the quality of life.

(5) Worsening Housing Affordability, Shortages, Higher Costs & Gentrification

- A lack of proactive Planning can contribute to the current housing supply-and-demand crisis, often making it too expensive to buy, rent, accommodate the homeless and provide affordable, diverse housing.
- Rapid, unplanned development can often force out long-term residents, fail to create diverse housing types, reduce affordability and create socio-economic segregation.
- It can lead to the concentration of low-income housing in neglected areas, increased social exclusion and reduced access to community necessities like grocery stores, banks, libraries and community centres.

(6) Environmental Degradation and Climate Risk

A lack of Planning can:

- lead to poor air quality, destroyed green spaces and increased urban heat,
- jeopardize farmland and wildlife habitats,
- increase impervious surfaces (paved areas), which can increase flood hazards, reduce biodiversity and reduce water supplies and quality,
- can leave municipalities ill-prepared for climate change consequences and risks, such as wildfire, or severe storm flooding, particularly in Canada's north where permafrost stability is threatened.

(7) Infrastructure Deficits & High Servicing Costs

- Municipalities manage 60% of Canada's infrastructure and struggle to keep up with aging pipes, drainage and roads due to limited revenue.
- Unplanned sprawling leap-frogged subdivision layouts are far more expensive to service than planned dense ones, can cause overcrowded schools, overburdened road networks, inadequate public services and huge tax burdens, to provide, maintain and upgrade infrastructure.

(8) Reduced Economic Vitality

Without a clear, predictable planned framework for diversification and development, businesses and developers may avoid investing in the area, leading to stagnation and job loss.

(9) Lowered Property Values and Public Safety Risks

Inadequate Planning can cause inefficient land use and jeopardize public safety, for example:

- allowing residents to build in high-risk zones (in flood plains; on steep slopes),
- poor design can reduce property values due to noise, odour, vibration, slumping.

(10) Loss of Community Identity:

- Without a shared Planned vision, neighborhoods may lose their unique, heritage character and become slums due to haphazard, non-cohesive development.
- Without Planning for schools, community centres and parks, residents can experience increasing loneliness, crime and declining public participation.

(11) Declining Civic Engagement:

The lack of inclusive Planning processes can lead to mistrust in local governance and a reduction in community support systems.

In summary, "Not Planning" can:

- lead to significant economic, social, and logistical problems,
- leave the development of a community to chance, or solely to developer and market forces, which often prioritize profit over public health, sustainability, and equity,
- lead to higher costs, a lower quality of life and missed opportunities, with many individuals struggling to manage the compounding effects, and
- in short, result in dysfunctional, inequitable, and unsustainable municipalities and environments that are difficult and costly to fix later.

May 15, 2026: The Consequences of Allowing Residential Development in a Floodplain

The following Article discusses B.C.'s first attempt at compensating homeowners after disaster in a way that allowed governments, to reclaim land, as a natural buffer against flooding.

In the example below, the damage was so great that the city later moved to buy out the neighbourhood's residents.

The idea, wrote B.C. Supreme Court Justice Catherine Murray in a recent decision, *was to remove all the dwellings and infrastructure - including streets, water, sewer and power - from the area, rezone it as non-residential, and restore it to a natural flood plain.*

May 15, 2026 - Article: Business in Vancouver

Waiting for expropriation cost this B.C. flood victim thousands

A judge denied the Grand Forks, B.C., man's \$145K claim after he rejected multiple city buyouts

By: Stefan Labbé.

A B.C. homeowner who turned down a city buyout after a 200-year flood ravaged his neighbourhood has failed to obtain compensation after the value of his property plummeted.

On May 10, 2018, a major flood caused significant damage across Grand Forks, B.C.

The low-lying North Ruckle neighbourhood was one of the hardest hit areas of the city, with water overwhelming about 60 homes.

The damage was so great that the city later moved to buy out the neighbourhood's residents.

The idea, wrote B.C. Supreme Court Justice Catherine Murray in a recent decision, *was to remove all the dwellings and infrastructure - including streets, water, sewer and power - from the area, rezone it as non-residential, and restore it to a natural flood plain.*

The program was B.C.'s first attempt at compensating homeowners after disaster in a way that allowed governments to reclaim land as a natural buffer against flooding.

Only a few years later, the City of Merritt was ravaged by floods that sparked the evacuation of all 7,000 residents. After the November 2021 floods, city staff spent years coming up with a plan to relocate and rebuild two breached dikes along the Coldwater River.

Feeling abandoned, city officials turned to the media to vent their frustration.

It wasn't until March 2025 that the province finally announced it was granting the city \$60 million to rebuild its dike system and purchase private property that stood in the way. In Grand Forks' case, the city's effort to obtain provincial grants started with "drive by" appraisals of the flooded properties, with many quickly showing signs of "serious decline," wrote Murray in her ruling.

"Most of the houses were vacant. Many were boarded up. Crime increased in the area. Houses were looted," wrote the judge.

Martin O'Brien was among the few who remained. The North Ruckle resident's property escaped the flood "virtually unscathed" due to his home's foundation and weatherproofing, according to the decision.

The initial Oct. 31, 2017 appraisal valued O'Brien's property at \$98,000.

By late 2018, it had declined to \$83,000.

Backed by the province, Grand Forks eventually launched a voluntary land acquisition program that included a premium to avoid the costs of expropriation, including litigation.

The program contacted O'Brien five times over the 18 months leading up to May 2021, but he declined to accept an \$84,000 offer every time, according to the latest ruling.

Murray noted in her decision that O'Brien chose not to participate, testifying he would rather be expropriated than bought out. While not clear, Murray suspected the man's decision was due to a "combination of distrust" and "hope that he would be able to stay in his home."

"He posted a 'No Trespassing' sign on his fence to deter intruders," wrote the judge.

When the city registered an expropriation notice for O'Brien's property on Aug. 8, 2021, the market value had dropped to \$62,500. He was paid out three months later.

A second appraisal raised the property's value to \$64,000.

On April 17, 2026, O'Brien received the \$1,500 difference, plus interest.

Meanwhile, it appears O'Brien was not satisfied with how the expropriation played out.

He filed a lawsuit against the Corporation of the City of Grand Forks challenging the amount of compensation he received.

The former North Ruckle resident sought another \$116,000 due to "loss of utility of the property," plus more than \$29,000 to cover moving expenses, legal costs, and rent after he has forced to move.

Murray assessed O'Brien's more than \$145,000 claim through B.C.'s Expropriation Act.

Under the law, government must follow a formula that provides compensation based on the market value of the land at the time of expropriation.

It also provides for "disturbance damages," a five per cent payment above the home's market value - if it is a primary residence - plus the reasonable costs of relocating to a similar property.

In court, O'Brien claimed his property was worth \$180,000, but the judge found there was "no foundation" to establish that amount.

Crucially, Murray found that the law does not guarantee a "home for a home" - only the fair market value.

When it came to rental costs, B.C.'s expropriation law only allows for coverage of rental costs over a six month period. Murray ruled O'Brien was entitled to \$342 per month for rent - or \$2,052 over six months - plus \$392 in moving expenses.

Found to be "substantially unsuccessful," O'Brien was denied his legal costs, and overall, was granted about 1.6 per cent of his original claim.

Summary: Flood Compensation Ain't Cheap.

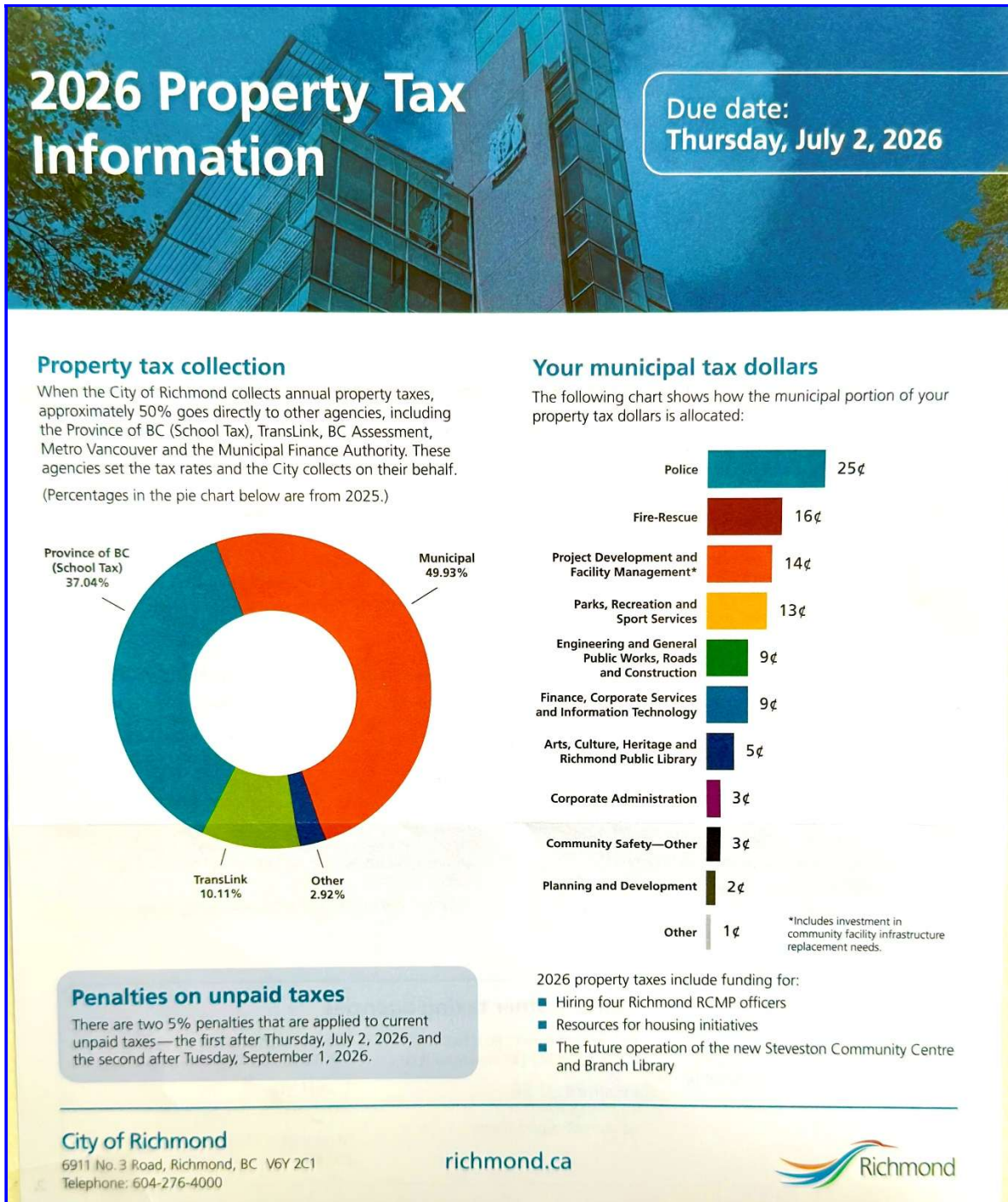
As of December 3, 2025, the B.C. Government spent an estimated \$817 million on climate-related initiatives in 2024/25 and is forecast to spend \$590 million in 2025/26.

Sources:

Canadian Infrastructure Council, Canada.ca, Business in Vancouver, Canadian Infrastructure Council, The Globe and Mail); Colorado Division of Local Government; Publications du gouvernement du Canada, Canadian Commission for UNESCO, Storeys..

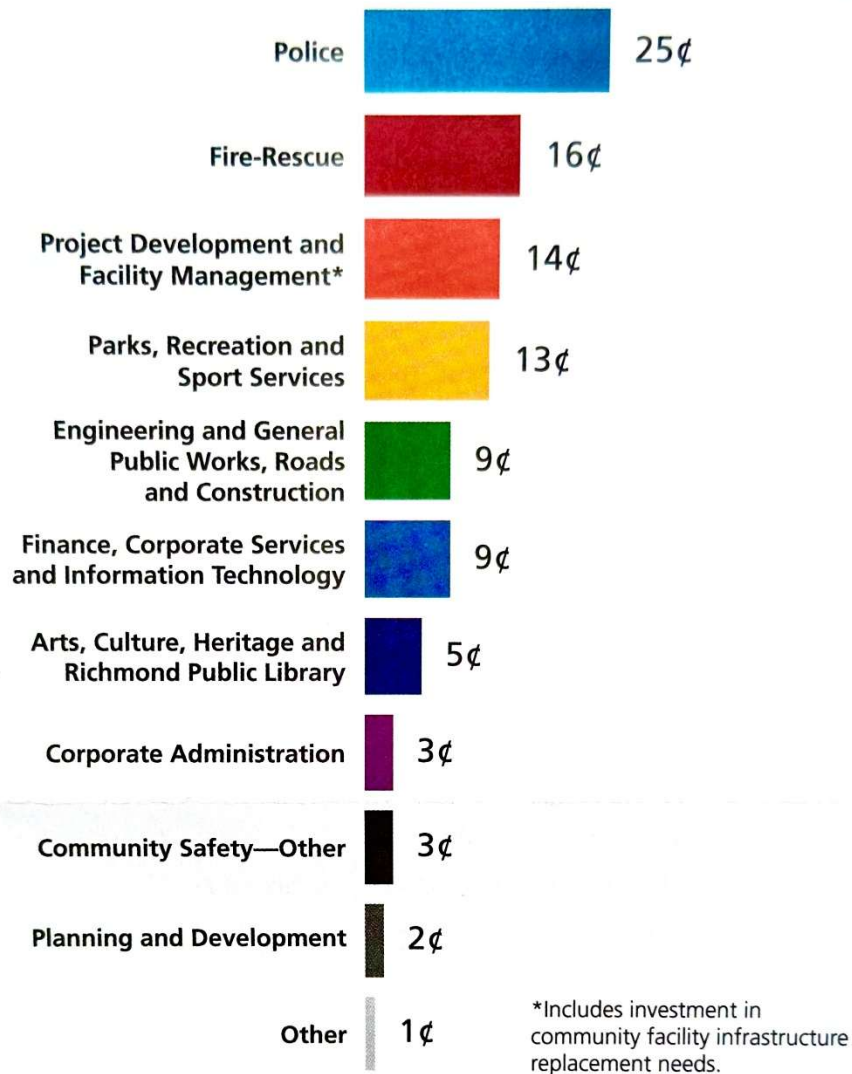
8. Planning Is An Excellent Value and Extremely Cost Effective

Planning is an excellent value and extremely cost-effective, as indicated in Richmond, BC's, 2026 Property Tax Information below:



Your municipal tax dollars

The following chart shows how the municipal portion of your property tax dollars is allocated:



2026 property taxes include funding for:

- Hiring four Richmond RCMP officers
- Resources for housing initiatives
- The future operation of the new Steveston Community Centre and Branch Library

PART 9 - Improving Waterloo's Community Planning Culture and Programs

1. Where's The Playbook?

I've never seen the Waterloo Planning Professors' Play Book explaining why and how they:

- (1) in 1964, created the BA and MA planning programs,
- (2) enhanced them between 1964 and 1969, and
- (3) in September 1969, moved them into the Environment Studies Faculty.

As I'm curious to find answers, the following guess is based on research and speculation. Readers can judge for themselves how it happened.

2. Some Influential Waterloo Planning Professors

By the mid-1960s, possibly influenced by reports like the Federal 1944 Curtis Report, the University of Waterloo Planning Professors were already concerned and committed to improving Canada's community planning culture by establishing innovative planning programs, to produce more and effective planners, to better address emerging issues (e.g., urban sprawl, the environment).

Some of these talented Waterloo Planning Professors had non- planning backgrounds, as follows:

- Peter Nash: 1970 - 1975: 1st Dean of Environmental Studies, University of Waterloo: Geography, Applied Geography, City Planning, Public Administration,
- Gordon Nelson: Geography: 1975: 2nd Dean of the Faculty of Environmental Studies,
- Dr. Ralph Ray Krueger: Geography,
- Saul Herzog: Architecture, Design,
- Larry Martin, MA and PhD Planning,
- George Rich: Architecture, Town Planning,
- Len Gertler: Arts, Economics, Creative Planning,
- Bob Stabird Dorney: Biology, Wildlife Management,
- Lorne Russwurm: Economics, Political Science, Geography,
- Norm Pearson: BA: Fine Arts: Town & Country Planning: PhD: Land Econ. & Ecological Planning.

3. Some Influential Ideas in Play at The Time

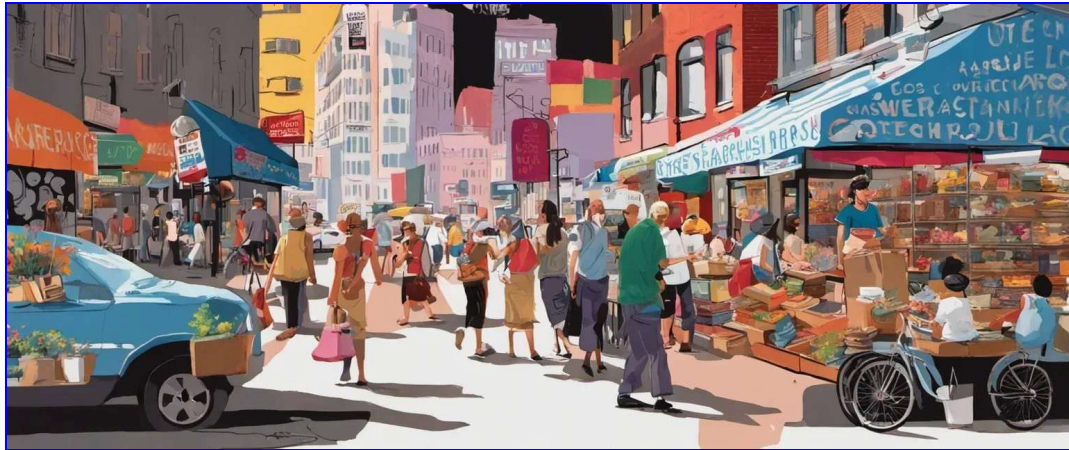
Perhaps, in addition to the innovative 1944 Curtis Report and Professor Dorney's own environmental and green subdivision ideas, the Planning Professors were influenced, by some of the following innovative concepts floating around at the time:

(1) 1961: The Life and Death of Great American Cities by Jane Jacobs:

On April 23, 2026, 1971 Grad Peter Keilhofer requested that this book be added to this list, as he says that "*it was discussed often in my fourth year (e.g., 1970) at Waterloo*".

Jane was for:

- Mixed-Use Development: Neighborhoods should have a blend of residential, commercial, and industrial uses, to ensure activity throughout the day.
- Dense, Walkable Streets: She favored short, walkable city blocks that promoted human interaction, rather than just traffic flow.
- "Eyes on the Street": Safety is maintained by a dense population of residents, pedestrians, and shopkeepers monitoring the streets naturally.
- Old Buildings and Historic Fabric: She argued that new ideas need old buildings with lower rents to thrive, maintaining diverse, vibrant streetscapes.
- Organic Community Growth: She favored community-driven development that grows out of local needs, rather than imposing grand, sterile plans from above.



(Photo: Internet)

Jane was Against:

- Large-Scale Urban Renewal: She opposed slum clearance and the destruction of existing neighborhoods for "superblocks" and monotonous public housing.
- Automobile Dependency: She opposed building highways through cities and prioritizing car traffic over pedestrians, viewing car culture as detrimental to urban health.
- Rigid Zoning (Separation of Uses): She argued against segregating residential from commercial or industrial areas, which created "boring homogeneous cores" and dead zones.
- Superblocks and High-Rise Development: She viewed them as dangerous "projects" that break the social fabric of the city and reduce density-driven security.
- Suburbanization: She criticized the planning principles that spread people out and made them reliant on cars, viewing them as fatal to city life.

Quotes: The Death And Life Of Great American Cities:

1. "Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."
2. "Cities need old buildings so badly, it is probably impossible for vigorous streets and districts to grow without them."
3. "Lowly, unpurposeful and random as they may appear, sidewalk contacts are the small change from which a city's wealth of public life may grow."
4. "The trust of a city street is formed over time from many, many little public sidewalk contacts."
5. "For most of us, the street defines the boundary of our territory."
6. "There is a quality even meaner than outright ugliness or disorder, and this meaner quality is the dishonest mask of pretended order, achieved by ignoring or suppressing the real order that is struggling to exist and to be served."
7. "A city is where you can sign a petition, boo the chief justice, fish off a pier, gaze at a hippopotamus, buy a flower at the corner, or get a good hamburger, or a bad girl at 4 A.M."
8. "To seek 'causes' of poverty in this way is to enter an intellectual dead end because poverty has no causes. Only prosperity has causes."
9. "New ideas must use old buildings."

(2) 1964: Understanding Media: The Extensions of Man: Marshall McLuhan

A Canadian professor who is THE foundational thinker of 20th and 21st century media philosophy and vision. He did a groundbreaking analysis of the structural effects of technology on human society. Key aspects of his work include:

- *Media Ecology*: He believed that media technologies are not just tools, but environments that reshape human interaction, culture, and consciousness.
- *The Medium is the Message Theory*: meaning that the form / channel used to transmit information (e.g., TV, print, internet) shapes human consciousness and society, more than the content it carries. He argued that technologies are extensions of our senses, which fundamentally alter how we perceive the world. For example, the internet changes how we think regardless of what is on it.

- *Global Village*: Electronic media brings the world closer together, connecting people instantly but creating a "retribalized" world where privacy disappears and everyone is involved in everyone else's lives.
- *Hot Media* is: High-definition media (radio, film) that fills one senses completely, requiring low participation from the user.
- *Cool Media* is: Low-definition media (television, telephone) that requires high sensory participation, to fill in the missing information.

(3) 1963: "Operating Manual For Spaceship Earth" Concept by R. Buckminster Fuller:

- ❖ 1963: His first early Ideas about "Spaceship Earth",
- ❖ October 18, 1967: 1st mentioned in an Address at the 50th Annual Convention of the *American Planners Association* in the Shoreham Hotel, Washington D.C.,
- ❖ 1969: Book published: Summary:
 - (1) Earth is a Spaceship: He imagined that Earth is a spaceship flying through space.
 - (2) Resources: The Spaceship has a finite amount of resources and can't be resupplied.
 - (3) No Manual: As there's no User Manual to help Earthians steward their ship, he offered some reflections, prognostications and guidance, based on contemporary concepts of linked relationships, that may help in the understanding, management, sustenance and creation of a plan, to preserve Spaceship Earth for the future of humanity.
 - (4) Economics: The current economic accounting systems that are most widely in use only measure physical matter, which is only actually one quality of wealth.
 - (5) Ecology: One of the keys to survival of the human species involves further understanding of how to sustain life through managing energy in sustainable ways.
 - (6) Maintenance: The idea of the Earth, as a spaceship suggests that it is a mechanical vehicle requiring maintenance which, if we do not keep it in good order, it won't function.
 - (7) Pollution: He critiques the pollution of air, water, and information as counter to survival.
 - (8) Systems Theory: One can't identify the whole of a system by only analyzing its parts.
 - (9) Synergy: He describes synergy as the "behavior of whole systems unpredicted by the separately observed behaviors of any of the system's separate parts or any sub-assembly of the systems' parts. (Wikipedia)

(4) 1965: "There are no passengers on spaceship Earth. We are all crew." Marshall McLuhan:
Contributed by: Joe Knych, News and Automotive Journalist, Dauphin, Manitoba.

(5) 1968: General System Theory: Foundations, Development, Applications Ludwig von Bertalanffy:

- Considered the "Bible": it established systems theory as a formal scientific discipline.
- He was a biologist who argued that systems in biology, psychology and the social sciences share common principles that can be studied through a unified framework.
- Key concepts introduced include:
 - "Open Systems" which interact with their environment, and
 - "Equifinality": that systems can reach the same final state from different starting points.
- Systems Theory is a trans-disciplinary, inter-disciplinary and multi-perspectival endeavor, that brings together principles and concepts from ontology (the study of being), the philosophy of science, physics, computer science, biology and engineering, as well as geography, sociology, political science, psychotherapy (especially family systems therapy) and economics. (Wikipedia).

(6) 1968: The Active Society: A Theory of Societal and Political Processes, Amitai Etzioni:

- He argued that that modern societies can and should actively shape their own destinies, rather than passively accepting fate.
- He advocated for democratic, "authentic" self-governance, combining societal mobilization, consensus and responsive, guided social change. (Thanks to: Dale Leitch, Retired Planner, Victoria, BC).

(7) 1969: "Design With Nature" by Ian McHarg:

Ian McHarg was a visionary landscape architect who revolutionized the fields of urban and regional planning, ecological design, landscape architecture, geography, environmental sustainability.

The "Layer Cake" Mapping and Analysis Technique

He innovatively invented the "layer cake" overlay mapping technique, where he overlaid transparent maps of natural features (e.g., geology, soils, hydrology, habitats, topographic, ecological areas) on land use maps, to better see and analyze the environmental and land use implications of a proposed development (e.g., the implications of different highway alignment options through a region).

"Design With Nature" profoundly influenced the thinking, practice and policy regarding ecology, planning and sustainable development, for example:

- Visualizing Data: Used maps & overlays to see complex environmental relationships.
- Sustainability Focus: Promoted regenerative, not exploitative, practices.
- Catalyzed the Field of Ecological Design: It provided a systematic framework for integrating natural systems into urban and regional planning,
- Advanced GIS and Environmental Modeling: His manual "overlay map" method and his ideas directly inspired the development of Geographic Information Systems (GIS), which allowed planners and ecologists to analyze complex data layers for environmental decision-making at unprecedented scales.
- Influenced Policy and Environmental Legislation: His ecological and systems-based approach shaped environmental assessment procedures, zoning regulations and landscape planning standards, emphasizing the preservation of critical habitats & sustainable land-use practices.
- Interdisciplinary Collaboration: It has informed generations of students, architects, engineers and urban planners, and promoted interdisciplinary thinking that bridges architecture, ecology, science, design and public policy to achieve solutions.
- Enduring Cultural and Professional Impact: The book inspires debates on sustainable development, landscape preservation, and environmental stewardship, ensuring that ecological considerations remain central in planning discourse.
- It has transformed environmental planning, from a largely aesthetic or economic exercise, into a scientifically grounded, ecologically sensitive practice, laying the theoretical and practical foundations for modern sustainable and resilient urban landscapes.
- Comments on the book cover flap: *Lewis Mumford*, in his Introduction to the 1969 edition said that it provides nothing less than the scientific, technical, and philosophical foundations for a mature civilization that will, "replace the polluted, bulldozed, machine-dominated, dehumanized, explosion-threatened world that is even now disintegrating and disappearing before our eyes." (Wikipedia).

(8) 1970: "The Greening of America" by Charles A. Reich:

Its argument rests on three separate types of World view:

- "Consciousness I" applies to the typical values and opinions of rural farmers and small business people which dominated society in 19th century America.
- "Consciousness II" represents a viewpoint of "an organizational society", featuring meritocracy and improvement through large institutions, the ethos of the New Deal, World War II and the 1950s Silent Generation.
- "Consciousness III" represents the worldview of the 1960s counterculture, focusing on personal freedom and egalitarianism. (Wikipedia)

(9) 1972: Steps to an Ecology of Mind by Gregory Bateson (Margaret Mead's husband):

Bateson argued that:

- a human is an organism which is in and very connected to its environment through communication, context and feedback loops,
- the mind is not limited to the brain, but is an interconnected, ecological system,
- the Western focus on "conscious purpose," is a narrow, linear problem-solving approach that ignores the larger, non-linear system,
- separating "self" from "environment" leads to exploitive behaviors that damage both,
- the current ecological crisis is a direct result of this "un-ecological" mindset, which tries to force nature into linear, control-oriented models,

He identified three dangerous self-reinforcing drivers which together create a "runaway" effect toward destruction:

- (1) technological advancement,
- (2) population growth, and
- (3) human hubris (e.g., excessive pride, over confidence, arrogance).

He suggested that:

- to avoid ecological collapse, humanity must abandon the view of acting only through conscious, selfish purpose and adopt a more "systemic wisdom" or "an ecology of mind",
- this involves accepting the interdependence of all life, and
- *the unit of survival is the organism-plus-environment, not just the individual.*

He pioneered modern ecological thinking and family systems therapy.

His legacy is a call to change how we think about "thinking" itself, moving from linear, atomistic perspectives to holistic, relational, and self-correcting patterns. (Wikipedia)

(10) Other Influential Planning Books

- 1902: Garden Cities of To-morrow: Ebenezer Howard,
- 1912: Nothing Gained by Overcrowding: Sir Raymond Unwin,
- 1929: The City of Tomorrow and Its Planning: Le Corbusier,
- 1934: Modern Housing: Catherine Bauer,
- 1938: The Culture of Cities: Lewis Mumford, and
- 1951: Toward New Towns for America: Clarence Stein.

4. **Geography Preceded Planning at Waterloo**

1961: Below is a December, 8, 1961 article about Professor Ralph Ray Krueger's interest in Planning, just before he came to the University of Waterloo: "*Who's Who?*" By Peter Chappell: The Cord, Weekly, the Voice of Waterloo University College Undergraduates (now Sir Wilfred Laurier University):

"Naturally, geography is Dr. Krueger's main field and here he is primarily interested in land-use problems including Urban and Regional planning. Most people today do not understand the necessity for this type of planning and here we count on our geographers to save our cities from self-destruction. Dr. Krueger has previously studied urban blight in London, Ontario.

He is currently on the Kitchener Planning Board and is consultant for the Waterloo County Area Research Committee. In this way, he is helping to direct the future development of our area. His activities in planning do not stop at the local level but go on to the provincial and federal levels where he was called on by the Senate Land-Use Committee to inform them of urban encroachment in the Niagara Fruit Belt.

Changing land-use patterns in the Niagara Fruit Belt was the topic for his Ph.D. thesis which was later published by the Royal Canadian Institute. He has spent the last two summers working on an orchard inventory for the federal government in this same area.

Recently, Dr. Krueger was called by both the federal and provincial governments to participate in the Resources For Tomorrow Conference in Montreal in a leadership role. This conference took the form of a "crash" Royal Commission in that all the experts in all aspects of the conservation of resource~ and planning were called in. The purpose of this conference was to define and suggest solution for major resources development and planning problems. Dr. Krueger's interests have been reflected in the new Geography and Planning programme which was initiated this year. This is the first undergraduate university planning programme in Canada.

Before 1962, Geography was taught at Waterloo.

In 1962, Ralph Ray Krueger was invited to establish Waterloo's new Department of Geography in the Arts Faculty. Under his leadership, the Geography Department, with its strong interest in land use issues, environmental concerns and planning activity, grew rapidly.

In 1962, the Geography Degree Program was launched in the Arts Faculty.

In 1965, the Geography Department was renamed the Geography and Planning Department to better reflect its "applied geography" approach to teaching and research.

In September 1966, Professor Len Gertler arrived to help establish a new planning school.

In 1968, the Geography and Planning Department was split to create:

- (1) the Department of Geography, and
- (2) the School of Urban and Regional Planning. (Source: Sam Schmidt, Analyst in UW's Institutional Analysis & Planning Office: August 11, 2006 in Waterloo's Daily Bulletin).

From 1966 to 1969, Professor Gertler was the head of the Planning Program.

By September 1, 1969, Professors and Kreuger and Gertler had helped create new Faculty of Environmental Studies, into which Planning, Geography, Architecture and a new program called Man and Environment was added. (The Waterloo Daily Bulletin: March 7, 2013).

From 1969 to 1972, Prof. Gertler was the Director of the Planning School.

Along the way, they recruited Professor George Rich from Winnipeg and Norm Pearson, Fine Arts: Honours Town and Country Planning at the University of Durham, England; PhD in Land Economy and Ecological Planning, Institute of Advanced Studies in University of Cambridge.

5. It Was Professor Ralph Ray Krueger

The evidence and first-hand accounts are that Professor Ralph Ray Krueger first had the idea to establish Waterloo's Community Planning Programs:(1971 Planning Grad: John Gartner: see below).

Reason: #1: In December 1961, Professor Krueger was very interested in and very committed to Planning, was on the Kitchner Planning Board, had advised the Senate Land-Use Committee on managing urban encroachment in the Niagara Fruit Belt, had been asked by both the Federal and Provincial governments to participate in a leadership role, in the Resources For Tomorrow Conference in Montreal, to find solutions for major resources development and planning problems, and had initiated a new Geography and Planning programme (see above article).

Reason #2: In 1962, Professor Krueger was invited to teach at the University of Waterloo.

Reason #3: Professor Krueger had a strong interest in applied research and ecology, resource management, protecting the Niagara fruit lands, better managing rural-urban fringe land use, regional economic development, environmental studies and local government restructuring issues.

Reason #4: Professor Krueger thought that Planning, should be guided by "goal formulation, analysis and a structured process.

Reason #5: Then, in 1966 (4 years later) Professor Gertler arrived.

Reason #6: On March 27, 2026: John Gartner, the 1st Planning Class President (1966 - 1971), said that it was Geography Professor, Dr. Ralph R. Krueger, a Geographer, who:

- was the main force in establishing Waterloo's Urban and Regional Planning Programs,
- saw a need for more than just the current city Planning going on and a need for urban and regional planning.

John also said that Professors Kreuger and Gertler would periodically discuss their planning school ideas with him and other Geography students.

On March 31, 2026, Wendy Cascaden provided the following additional information:

"It was very early days when I was there and the future direction of the program was evolving quickly with the hiring of new faculty etc. It was the baby of Len Gertler and Ralph Krueger – theory and earth sciences. Bob Dorney's background in the environment and ecology solidified one major theme for the future. Helen Abell and the social environment had another. Then a few additions in urban structure and design."

On May 13, 2026, Wendy Cascaden: excerpt: see Wendys Summary for full email.

"On Why Waterloo, Geography and then Planning?"

You caused me to reflect on why I switched from geography to planning when the opportunity arose. I went to U of W because there was a strong program in geography and I was particularly interested in earth sciences and urban geography.

To me. geography focused on:

- *what was there,*
- *how it got there, and*
- *how it had changed over time.*

It did not plan for future change, or look at the implications of that change to accommodate future growth and development. It focused more on observing and understanding the existing situation.

The Planning Program enabled us to plan for the change and the future.

The U of W geography and later Planning programs were also able to tap into the University's strong computing capacity, to analyze large sets of data, including spatial data. This meant that a more comprehensive analysis of the communities or problems could be accomplished.

On CIP and Provincial Planning Organizations

The Canadian Institute of Planners also made some changes in the late 1960's/early 1970's in anticipation of the growing number of young planners. They added two student members to the CIP Board of Directors – me and a "guy from the west". My memory has faded but he was from UBC and was either, from Vancouver, or Winnipeg? There is another whole story about the changes to CIP and the formation of Provincial Planning organizations yet to be told."

6. Why Establish a Planning Program?

And what's the difference between a Geographer and a Planner anyway?

While the Planning Professors didn't leave their Playbook, they clearly wanted to help improve Canada's ability to manage change. They knew that to accomplish this goal required something different than producing more Geographers because Geographers' job descriptions didn't include regularly:

- (1) preparing studies which necessarily helped decisionmakers (e.g., council) manage change, and
- (2) walking their reports into decisionmaker meetings and directly advising them by explaining their findings, options and recommendations.

Cutting to the chase (many paragraphs deleted here), I believe that the Planning Professors thought that:

- (1) the traditional Arts professionals (e.g., geographers, architects, economists, historians, sociologists, anthropologists) were too limited (e.g., narrowly focussed and siloed) to:
 - (a) play, or want to play, a direct and daily role in helping decisionmakers manage change,
 - (b) begin teaching students how to daily advise elected officials and private developers on complex land use, social, economic and sustainability matters which required comprehensive analyses, co-ordination, options, insights and vision, and
 - (c) also become the platform for the BA and MA Planning Programs,
- (2) Geographers: Providing studies “Yes”: providing Planning advice to politicians: “No”, and,
- (3) the Planning profession and they, were the best ones to:
 - (a) define Planning,
 - (b) evolve it, and
 - (c) teach it: - and so they did.

Planners to Now be Direct Professional Advisors to Politicians (*Yikes!*)

This was a significant leap and major role change - going from being an academic, to a daily political advisor. However they actually got there, with the right kind of eyes, the Planning Professors realized that, for the Planning Grads to be effective in the Canadian political arena, they would have to pony up and professionally commit to directly advising their employers - elected politicians - on a wide range of issues, not just preparing studies, and wondering who would walk them into a Council meeting and ask them to be implemented.

Filling the need, the Waterloo Professors Planning decided that, in order to manage change, it would be Planners who would walk Geographers', other professionals' (e.g., senior government, demographic, environmental) and their own reports, information, options, conclusions and recommendations directly into decisionmaker meetings (e.g., Planning Committee, Council, Public Hearing: developer) - and explain and justify them.

To be effective in the municipal political arena, Planning Graduates would have to step up and:

- demystify any of their perceptions and taboos that elected officials were maybe all corrupt and therefore not to be trusted, approached or engaged,
- overcome their definite Council chamber inexperience and some possible timidity, and
- directly participate in the political process by regularly providing their knowledge, options and recommendations at community, Planning Committee, Council and Public Hearing meetings.

In essence, the Waterloo Planning Professors figured out that, when it comes to managing change, it is the Planners who will be the professional Leaders because they will be capable of delivering the needed sustainability, growth, land use, social, economic and environmental management facts, options, recommendations, policies and plans to the decisionmakers — the others — the Crew.

Now, no longer would Planning be a sub-field of anything.

Just as it was expected and accepted that a professional engineer had to explain their proposed technical water system upgrade report to Council and a professional director of finance, their proposed an annual City budget, now professional Planners would also be required, expected, invited and welcomed to take their place at the table.

The need for the Planner's direct leadership role becomes clear especially when, for example, a new necessary city plan is proposed which involves coordinating, negotiating and explaining complex interrelated social, land use, ecological, infrastructure, economic, financial, sustainability and stakeholder issues, needs and interests among many parties: - who else is trained and capable of doing it?

The chances of a Council achieving the right success when managing change by addressing complex problems without a Planner's advice are practically zero.

The “Old Boy’s Club” to Fade

Reciprocally, politicians were to learn to accept and incorporate Planners’ timely and necessary advice, information, options and recommendations into their decision making. In this way, any traditional self-serving “Old Boys Club” culture would, should, could and did start moving over.

7. The Types of Planners Envisioned

I suggest that to achieve the required, envisioned Planning leadership and effectiveness, the Waterloo Professors wanted to produce the following Types of Planners:

- (1) Type 1: Specialized / Research Planners to conduct research and prepare specific factual reports with specific recommendations to help decisionmakers learn about and manage challenges and change (e.g., protect farmland, manage urban sprawl, avoid residences in floodplains), and
- (2) Type 2: Political Planning Advisors to provide specialized daily advice to decisionmakers (e.g., elected councils; private developers), namely, Short and Long Range Policy Planners (e.g., prepare: an OCP, area plan, housing policy)

On March 28, 2026, when discussing the above two Types of Planners with 1971 Planning Grad John Gartner, he agreed and suggested two more Types of Planners, namely:

- Strategic Planners (e.g., vision what the organization should be), and
- Development Application Planners (e.g., process rezonings [land use changes], subdivisions, Development Permits [form and character of buildings]).

I agree and all together the four Types of Planners are as follows:

- (1) Type 1: Specialized / Research Planners to conduct research and prepare specific factual reports with specific recommendations to help decisionmakers learn about and manage challenges and change (e.g., protect farmland, manage urban sprawl, avoid residences in floodplains), and
- (2) Type 2: Political Planning Advisors to provide specialized daily advice to decisionmakers (e.g., elected councils; private developers), as follows:
 - A - *Strategic Planners* (e.g., prepare Strategic Plans: vision what the organization should be),
 - B - *Short and Long Range Policy Planners* (e.g., prepare an OCP, area plan, housing policy).
 - C - *Development Application Planners* (e.g., process rezonings [land use changes], subdivisions, Development Permits [form and character of buildings]).

Over time, some Planning Grads did all four Types of Planning.

Some Development Application Planners most liked getting quick results (e.g., seeing a house built).

The following table identifies some differences between Strategic & Short and Long Range Planning:

Summary Planning Comparison	
Strategic Planning	Short & Long Range Planning
- Asks: Are we doing the right thing?" - Defines: the future Vision, Direction and Framework which directs subsequent long-range plans - Is qualitative and idea-driven - Is typically a top-level leadership function. - Responds to changes in the environment	- Focuses on the "how" to get there - Uses demographic & financial projections - Is linear, projection and numbers-driven - Often extrapolates past performance - Often involves a bottom-up approach - Details the "map" (how to get there) - Assumes a stable environment
Sources: 8Tohme Accounting; Eric S. Degen, CPA Titan Accountancy, LLC, Aug. 25/22	

To make these Planning Types effective, the Planning Professors had to:

1. clearly define the Planner's daily role and relationship with their employer (e.g., the elected municipal council, private developers), and
2. ensure that Planners could meet their employers' needs and expectations by enabling them to address emerging issues (e.g., population growth, urban sprawl, environmental protection, pollution, public participation) with holistic, sustainable models).

These most needed Type 2: Political Planning Advisors were different from Geographers, because they were taught to perform (and to learn how to perform) the following tasks:

- Speak well and convincingly in public and in front of their employers (e.g., council),
- Advance the specialized report recommendations prepared by Type 1 Planners and others,
- Co-ordinate many varied interests (stakeholder, sector, community, developer),
- Identify and evaluate options (pros & cons) and make recommendations,
- Identify an effective municipal or project vision (e.g., for a city, a neighbourhood),
- Objectively, present and discuss issues and options and hold their own with the public, interest groups, developers, government departments, stakeholders and Council,
- Prepare and bring a range of Development Applications (e.g., rezonings) to Council,
- Explain and justify their recommendations to Council,
- Manage multi-year projects and consultants (e.g., for a new OCP),
- Manage Planning departments,
- Implement Council's decisions, and
- Work within political municipal and private sector organizations and processes,
- Other, as necessary.

8. Step 1: 1964 - 1968: Community Planning in the Arts Faculty

In 1964, seeing the light, to improve Canada's "Community Planning" culture, the Waterloo Planning Professors established the two innovative programs in the existing Arts Faculty:

- a 4 year Honours BA Urban and Regional Planning Program, and then added
- a 2 year MA Regional Planning and Resource Development Program.

It appears that the goals of these Art based Planning Programs enabled Planning students:

- like all Arts students, to mature and develop their creativity, critical thinking, problem solving, communication, listening and project management skills, and
- to become Planners, by learning and practicing Planning (e.g., concepts, theory, research, statistics, report writing, geography, cartography, field trips, presentation skills).

It also appears that, initially, with Community Planning in the Arts Faculty, the Professors saw and treated Community Planning, as an emerging and much needed, both public and private sector activity and career choice, which could be successfully learned and the Programs modified, as necessary.

Accordingly, for Planning students who started before September 1969, the four year Arts based program involved:

- in their first two years, completing certain Arts courses (e.g., a language, psychology, political science, economics), and
- in their last two years, better focussing on their Planning courses (e.g., field trips, projects, statistics, planning theory, a senior honours essay).
- after they graduated from the Arts Faculty and became employed, they were not automatically CIP members, as they had to then log a certain amount of hours, to gain Planning experience and pass the Canadian Institute of Planners (CIP) exam, before becoming fully accredited planners.

9. Step 2: In 1969: Community Planning Goes to the Faculty of Environmental Studies

On July 1, 1969, the professors saw another light and moved the two Community Planning Programs, along with the Geography, Architecture and a Man-Environment Programs into a new Environmental Studies Faculty becoming the first such faculty in a Canadian university.

10. Why The New Environmental Studies Faculty?

While “Planning” could have survived in the Arts Faculty, it was likely moved into the new Faculty of Environmental Studies, for several reasons including:

- “Planning” was no longer a subset of, or dependent on only Art Faculty programs or philosophies (e.g., geography, political science, psychology, history, sociology),
- The traditional Arts subjects played a less important role in Planning,
- Planning students didn’t need many of the Arts program requirements (e.g., must study a language), which took time away from more valuable needed Planning related courses,
- Planning students had to now learn new and emerging non-Arts, pro-Planning (regional, community, urban, neighbourhood, environmental) theories, concepts, programs and skills for their careers (e.g., how to advise Councils; collaborate; negotiate; identify and evaluate options; make presentations; learn systems thinking, avoid sprawl, protect the environment), and
- there were synergies to be gained by being in the Environmental Studies Faculty with like-minded, innovative and committed Architecture, Geography and Man and the Environment professors and students.

The new Planning Programs broke down knowledge and professional barriers by inviting other professions and speakers into the classroom because their expertise was required, to help the Planning students learn how to effectively advise on managing real, complex, multi-faceted challenges and needed changes. These included ecologists, systems theorists, political scientists; and heritage, recreation and regional transportation experts.

Looking back, it may be that, all along, the Planning Professors envisioned a three phased process for their two Planning Programs:

- 1st, in 1964, creating and parking the two Planning Programs in the Arts Faculty,
- 2nd, 5 years later, in 1969: creating the new Environmental Studies Faculty, and then,
- 3rd, in 1969, moving the Planning Programs into it - and to fuller independence.

On September 17, 2008, 39 years later, the Faculty of Environmental Studies was renamed the Faculty of Environment, perhaps to encourage more action.

Summary Before and After Planning Program Emphasis The 1969 Environmental Studies Faculty, University of Waterloo		
Topic	Pre 1969: Planning in the Arts Faculty	Post 1969: Planning in the Environmental Studies Faculty
Theories	Geography Engineering Architecture History Political science	Strategic Planning Short and Long Range Planning Planning theories Holistic Systems Approach Co-ordinating interests Managing Change
Themes	Siloed Some top down theory and practice Less public engagement Engineering influenced Few environmental themes	Interdisciplinary Sustainability Environmental. Science based solutions Public Participation Connected Theory and Practice. Better research and data Incorporated: Equity, Inclusion, Diversity, and Indigenous perspectives Enhanced Project Financial Feasibility Considered the long term implications of decisions

11. Blind Faith: If There’s Maps - I’m In

In September 1967, I came to Waterloo for the maps: the Geography: and stayed for the Planning.

I chose Planning, to keep my options open, because on my first day when enrolling, Professor Lorne Russwurm said that, up until third year, if anyone didn’t like Planning (*I now know that this is an impossibility*), they could switch into Geography, but not vice versa (Options Analysis in my first five minutes at University: already the future was looking brighter).

As a beginning 1967 Arts Planning student, I can't remember seeing anything which clarified, exactly what I was to do as a Planner, once I graduated and the precise role that I was to play in the real planning World. It is possible that such things were presented but I may have slept in that day, or been late to class.

In the Fall of 1973, after I had graduated and had some Nova Scotia provincial, regional and community planning experience under my belt, I remember telling Professor Rich that the Waterloo Planning Program didn't sufficiently prepare us for what we'd need to know (e.g., working with elected councils, planning law, writing plans and bylaws).

He replied to the effect that the purpose of the Planning Program was to give students a basic orientation, knowledge and skill set, which would enable them to, initially function as a Junior Planner, so that they could learn (e.g., like in an apprenticeship) the rest on the job.

Fine: but looking back I feel that, in class, we all hungered for and could've handled more (e.g., how to advise decisionmakers).

The Learning

Initially, the Planning Professors did not clearly identify the four Types of Planners.

So, most Planning students couldn't fully appreciate or choose one as a career.

However, as the Grads had a good planning foundation and were heading in that direction, once on the job, they would figure it out soon enough and perhaps experience all the four Planning Types, before settling on one Type, as their preference.

While I don't remember being taught all the above planning ideas and concepts, particularly the different Types of Planners, the critical importance of interacting with an elected Council and the role that Planners were to play, after 46 years of Planning experience, across Canada, I found that Waterloo provided me with a solid foundation to start, evolve and adapt my Planning career, as necessary.

12. Planning Enrollment Quotas and On Getting In

In early September 1967, when enrolling at the University of Waterloo's School of Planning, a hopeful Grade 13 high school student just walked into Seagram Stadium paid the whopping \$600 tuition fee (BTW: a full year at Waterloo, for everything [except a car] cost me \$2,200) and Professor Lorne Ruswurm happily enrolled him, even though the Planning School was accepting only about 30 students per year.

Jean Monteith tells of her slightly different 1967 experience:

- *"I applied to Waterloo and Waterloo only and nearly died when they said I had to come in for an interview, as 100 people had applied for 50 spots.*
- *They also advised that of the 50, they would only graduate 25, as they did not want to flood the market.*
- *As we all now know that is exactly what they did, we were, either lucky, or good, as we were there 25 that made it."*

By 1971, four years later, Planning had become so popular that the professors began interviewing hopefuls, as early as Grade 12 (keep in mind that Ontario had Grade 13 until 2003).

By 1974, Waterloo had graduated over 260 urban and regional Planners.

Since 1974, over 170 Planners have graduated annually from various universities.

By 2026, 52 years later, CIP has over 9,000 professionals including fully certified members (Registered Professional Planners: RPPs), candidates and students (CIP).

13. A New Wave of Community Planners and Planning

These Waterloo Community Planning Graduates were the start of a new generation and wave of Planners who were expected to:

- evolve the Community Planning profession in Canada,
- improve Canada's Community Planning culture and capacity across the country, and
- make a permanent difference by improving the human condition and Planet on which we live.

14. A Bit of Jealousy

In September 1970, just before the first wave of Environmental Studies Faculty Planning students were to graduate in April 1971, CMHC held its annual small Fall conference of selected university Planning students in Ottawa.

Two Masters Planning students were invited to attend from each university (e.g., Carlton, McGill, Manitoba, UBC, Toronto, Waterloo). In addition, as Waterloo had Canada's first four year Urban and Regional Planning program, it was also invited to send two of those Planning students.

Professor Len Gertler picked Katherine McGuire and me. (For the record, we all knew why the former got invited: however, no one still yet knows why the latter got to go).

Surprisingly, during the conference discussions, some of the two-year MA students from the other universities said that they were jealous of the four-year BES Waterloo Planning students because they had four years to learn and soak up all the latest Planning concepts, trends and know-how (e.g., public participation, environmental conservation).

By contrast, Masters students didn't because they usually had to learn Planning coming from a different discipline (e.g., engineering), only had two years to do it, and had their Planning time and attention limited because they may be married, have kids and have to lead tutorials.

15. Some Unique Waterloo Community Planning Perspectives

(1) Professor George S. Rich: 1978

In 1968, Professor Rich started teaching at Waterloo.

Ten years later, in the summer of 1978, Phil Hore (alphabetically, the first Waterloo student to graduate with a BA and MA in Planning) who remained good friends with Professor Rich, invited him, his wife Jo and a niece from England, up to his rural acreage where he was building a house SE of Sherbrooke, Quebec.

Professor Rich:



At the time, Phil Hore was living in Paradise in Annapolis County, Nova Scotia, and evolving and teaching an innovative new 2 year planning technician course at the then called Nova Scotia Land Survey Institute in Lawrencetown, Annapolis County (now called the Centre of Geographic Sciences, Nova Scotia Community College): (BTW: there are two Lawrencetowns in NS).

Phil also invited Terry Crowe who then was the Director of Planning for the Annapolis County District Planning Commission (ACDPC) in Annapolis Royal.

(BTW: Both lived in Paradise, Nova Scotia, later found it lacking, and moved out and on).

John Shipsides: Coincidentally, also living nearby Phil's Quebec place was John Shipsides, a May 24, 1973, BES Urban and Regional Planning Waterloo Grad who lived in a nearby farmhouse and worked for Quebec Hydro. Phil says that now, John is in Fergus, Ontario.

Why Waterloo's (1967 to 1971) Planning Class Was Different

In 1978, around an evening summer campfire, Professor Rich looked at Terry Crowe and said,

"I want to tell you something.....", as follows:

When teaching planning at Waterloo, I noticed that:

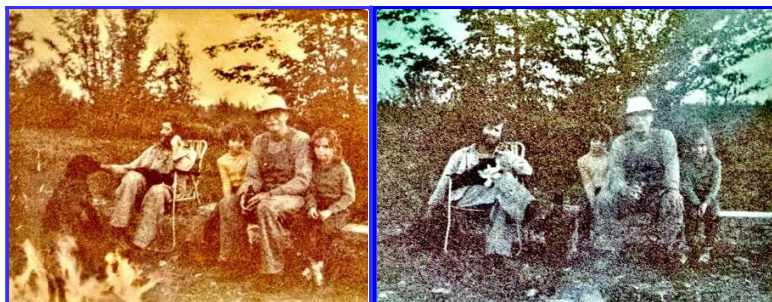
1. *Before your Sept. 1967 to May 1971 Planning Class, most of the students were all about:*
 - *"Tell me what I have to know.*
 - *I want my degree, and*
 - *I want to get out, get a job and make money".*
2. *During Your 1967 - 1971 Planning Class*
That attitude all changed when your Class all showed up and instead you said:
 - A. *"What about the environment and sustainability?*
 - B. *What about public participation?*
 - C. *What about social considerations (e.g., affordable housing and child care")?**That attitude and approach continued during your 4 years at Waterloo.*
3. *After you graduated in 1971/2, that attitude changed back, the door shut and the next students went back to focusing on getting a degree and a job."*

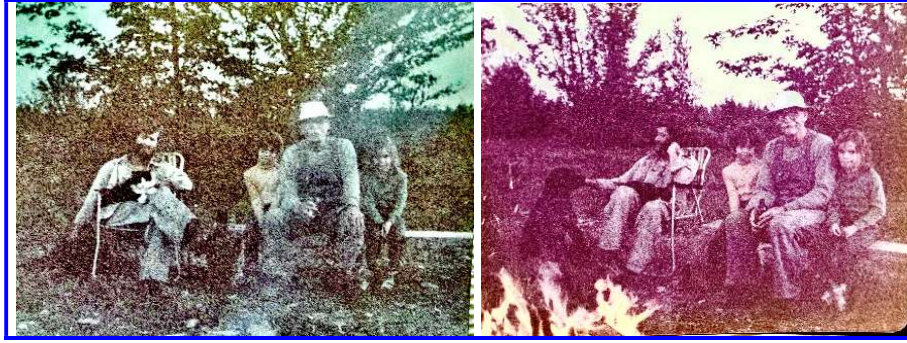
What a Gift.

I thanked Professor Rich for that perspective because, otherwise I wouldn't have known.

That 1978 Camp Fire Moment (48 years ago):

- Date: Summer 1978.
- Place: Campfire, Phil Hore's Farm, SE Sherbrooke, Quebec.
- Event: Professor Rich tells Terry Crowe that the 1967 - 1972 Planning Class was different.
- Left to Right: Pumpkin, Phil Hore, Professor Rich flanked by Allia and Rebecca Clarke, Phil's step daughters.
- Photo: Terry Crowe:





(2) 2015: One Engineer's view of Planning

A Civil Engineer said to a Planner who had recently completed a new 2041 OCP in 2012 - *"I don't know how you Planners do what you do."*

When asked to clarify, the Engineer said that, from his perspective, Planners go out with basically nothing and after preparing some consultant studies and holding many public meetings, come back with some 460 page Official Community Plan with a Vision, objectives, policies, guidelines and maps where sometimes, at the Public Hearing, hardly anyone even shows up to complain – and Council adopts it, to guide the City's development for the next 30 years.

The Engineer said that OCP planning wasn't his cup of tea and clarified that, for him, to begin a project, someone needs to first identify a problem like a house, or an apartment and then he can begin to calculate the required water, sanitary sewer, drainage and roads.

It appears that each profession has different perspectives and starting points: for some the currency is interests: for others, it's numbers. (Thanks to Lloyd Bie, P. Eng., Director, Transportation, City of Richmond).

(3) February 18, 2026, About Waterloo's Quality

Ray Parfitt with over 50 years of planning experience across Canada observed that:

"In my years of employment, I was exposed to Planners from other institutions that didn't seem to have the breadth and detailed background that we had from Waterloo".

(4) Barry Smith 1972: Views on UBC's 1972-74 MA Planning Program

In March 23, 2026, Barry says:

In addition, I had a concern at the time (which was misplaced) that, once in the working world of planning, as a UofW undergrad, I might be considered as a glorified researcher.

Upon reflection, I feel the UofW 4-year program, overall, provided a somewhat more solid grounding for stepping into the world of planning than the 2-year Masters' program.

In my UBC MA class of 1972-74, most of the students came from undergraduate backgrounds in areas like Geography, History, Economics and English Literature.

There were, however, three exceptions from Waterloo: along with myself, I was joined by two additional classmates from the 1968-72 UofW class - Brian Doyle and Ross Perry.

Over time, I was informed that UBC had quite consciously decided to accept the three of us into their program, as a sort of "experiment" to discover what three people from the Waterloo undergraduate program were all about - or, perhaps, to get a hint at what kind of 'product' the Waterloo program was producing.

While Brian, Ross and I found some repetition from what we had done at Waterloo, I found the UBC land use law course not only very good, but probably the most valuable course in my six years of formal planning education.

Also, being able to focus heavily in 2nd year on my thesis work (the introduction of “The British Columbia Land Commission Act -1973”) gave plenty of opportunity to develop research skills.”

PART 10 – The Waterloo Planning Grads Answer the 12 Questions

1. The 12 Planning Questions

The purpose of this study was to find and then ask the Grads the following 12 Planning Questions:

1. What are your contact details (e.g., address, phone number and email)?
2. Got any photos: (a) then, (b) now, or (c) both?
3. When did you graduate?
4. What was your essay / thesis about?
5. What is your job sequence?
6. What are your top successes and wins to improve the human condition and Planet?
7. What is your definition of “Community Planning” - Now?
8. What would you do differently?
9. What are your hobbies and volunteer activities?
10. What should the Waterloo planning professors teach / do better?
11. What advice would you give planning students and those who want to be planners?
12. How can the community planning profession be improved?

2. Some Waterloo Planning Grad Senior Honours Essay and MA Theses Topics

Examples of Planning Grad BES Seniors Honours Essay (SHE) and MA Theses Topics:

1. Wendy Wright:
 - 1968: B.A. Multiple Housing and the Structure of Cities
 - 1971: M.A. Modifiable Dara Units: A Problem in Urban and Regional Research
2. Johnny Carline: MA, Regional Planning & Resource Development, University of Waterloo
 - Theoretical Issues in Factor Analysis for Community and Regional Planning
3. Ted Cowan: BES: SHE: 'Galt: The Effects of Competition in a Dispersed City'.
 - It was about Kitchener, Waterloo and Galt having somewhat specialized retail sectors and partly, as a result rather different downtowns and how Galt might preserve the best of its central area.
 - The bulk of the work done in the summer of 1970 as part of Galt's Plan.
 - Happily, for me the maps were done by Jen Shelton who started work at Galt early in the summer of 1970.
4. Terry Crowe: BES: SHE: 1972: Ontario cities' efforts to zone out urban communes.
5. Brian Dagneault: 1972: Open Space in the Residential Environment
6. George T. Govier: BES:SHE: "Capital Improvement Planning in a Small Municipality":
A case study of the counties surrounding the Strait of Canso (i.e., Antigonish, Guysborough, Inverness, Richmond Counties, NS).
7. Gord Grant: BES:SHE: Federal legislation governing Environmental considerations in Planning.
8. Suzanne Hawkes:
 - 1987 - 1990: BES: Hon. Environmental Studies, University of Waterloo,
 - 1990 - 1993: MA Resource & Environmental Management, Applied Science, SFU:
 - Both Degrees focused on Indigenous-led resource management.
 - The MA focused on:
 - the intersection between First Nation rights and community-based resource management, particularly in Gwaii Hanaas (Islands of Beauty),
 - Also conducted social impact assessment research focused on the perspective of Cree and Intuit women in the Great Whale Hydroelectric project in northern Quebec.
9. Peter Keilhofer: Expropriation and Planning
10. Michael Koscec: An Ecological Approach to Urban Park Design
11. Doug Lychak: Urban Parks and Open Space.
 - My work and research on this topic led me to believe that my future career would be in Municipal Planning and Administration because of the many issues and opportunities that needed to be dealt with and solved practically and pragmatically.
12. Katherine E. McGuire:
 - BES:SHE: Citizen Participation in the Planning Process:
 - MA: Public Ownership of Land as a Development Control,

13. Jean (Wells) Monteith:

Graduated: Oct. 20, 1972, Hon. Urban and Regional Planning, BES: University of Waterloo

Senior Honours Essay: "Livability of the Urban Neighbourhood:

I studied five neighbourhoods in Kitchener and one of the first tasks was determining how they saw their neighbourhood (i.e., their community). How far did it stretch?

- To understand what is a community or neighbourhood, one must understand how it operates, why they operate as they do and then, as planners determine, if there is anything that can improve how it operates.
- I was really trying to figure out how important walkable aspects and physical barriers are.
- My preconceived idea of their neighbourhood rarely matched that of the residents.
- They saw their neighbourhood, as significantly smaller than what was "planned": usually only one or two blocks: so, community is a very personal term.

14. Jeffrey Pearson:

- BES: SHE: Re The Work of Ontario's Conservation Authorities:

- MA: The Regulation of Sand and Gravel Operations (pits and quarries) in Ontario.

15. Jerry Jay Simons: Kibbutz planning in Israel.

16. Joe Snizek: The Cost Benefit Of Open Space using the Aurora Highlands Golf Course.

17. Rick Spanik: BES:SHE: Local Gov't Regionalization to form the Regional Municipality of Hamilton-Wentworth

18. Chris Smith: MPA: Thesis: At Western: The Case for Public vs Private Ownership of Student Transportation in Ontario, using life cycle costing, employment and service delivery.

19. Barry Morrison: An Analysis of the Effective (and non-effective) Community Use of School Facilities in the City of York, Ontario.

20. Barry Smith:

- Waterloo: BES: Seniors Honours Essay: "The High Cost of Housing Toronto".

- UBC: MA: "The British Columbia Land Commission Act - 1973"

3. What's Your Definition of "Community Planning" Now?

Introduction

For Reference - The CIP Definition is:

"Planning" is the "scientific, aesthetic, and orderly disposition of land, resources, facilities, and services with a view to securing physical, economic, and social efficiency, and the health and well-being of urban and rural communities.

I asked the question to see how the Grads, some with over 45 years of Planning experience in various situations, would now define it.

Some say that: *"If you can't define it, you can't manage it."*

Others might say that a definition isn't necessary, as it's only a guide anyway.

One might want a succinct definition of their "Planning", for two reasons:

- the Planning profession, like others, requires it (e.g., to distinguish it from another activity), and
- when your Mother asks you: *"What do you do?"*, what are you going to say?

Of course, there's only one true test of any definition which is:

- When your Mother asks: "What do you do?",
- When you tell her, she gets it and remembers it,
- Sufficiently so, that when she in turn, proudly tells her friends,
- They get it too.

Mystery Solved: - Who Wrote CIP's 1989 and Current Definition of "Planning"?

On May 18, 2026, Dave Witty (1969: BA Honours Geography: 1973: MA Regional Planning and Resource Development, University of Waterloo): writes Terry Crowe saying:

"In 1989, Glen Tonnock (1972 Planning Grad) and I led the 1986 CIP National Council review of our CIP Bylaws and helped draft the definition you quoted (with advice from Len Gertler), then it is fair to say that my definition would look something like the one we helped draft! 😊"

But, I would modify it today to: *“Planning is the scientific, aesthetic, and orderly disposition of land, resources, facilities, and services with a view to achieving a high quality of life for urban and rural communities by securing sustainable physical, economic, and social well-being through a comprehensive and community-based process involving a broad cross-section of community interests while addressing a cross-section of needs”*. A bit long! But covers the essentials.

Now, after practicing Planning for over some 45 years, let's see what some other Grads say...

Ray Parfitt

Community Planning is a process to develop and implement a vision and policies to guide the future growth of a community.

(Growth management) Community Planning is a comprehensive process which:

- should ensure that future population growth is accommodated by an adequate land base to meet housing needs, and
- is coordinated with economic development, (commercial, industrial requirements) the provision of infrastructure, social services, environmental management.

The fundamental objective should be the creation of an attractive and well serviced and efficient community in concert with the natural surroundings (e.g., waterfront; hill sides; creeks and rivers, farmland).

Community Planning should involve a consultation a process including input from stakeholders, such as developers, community interests (e.g., social, environmental, economic development); local and senior levels of government).

The process should be based on dialogue, and informed discussion with the objective being to identify problems, issues and concerns, and propose solutions that are appropriate and realistic to the community's present and future needs.

The planning process should include an ongoing review and assessment:

- what's working?
- not working?
- how effective are the policies?

Issues for discussion should include the following:

- Demographics: population change, distribution, immigration, incomes,
- Housing requirements; affordability,
- Infrastructure issues / shortfalls: roads, bike paths, water, sewer, utilities,
- Social service infrastructure: health care (hospitals) long term care, social services, community recreation, parks,
- Agriculture production; food security,
- Climate change: how to mitigate water shortages; wildfires; storm events (intensity),
- Land Use conflicts,
- Urban Design (form / character,) attractiveness, pedestrian orientation, green spaces, bike paths,
- Future trends: housing designs, commercial / industrial requirements, and
- Patterns: Downtown form and function; neighbourhood commercial uses, subdivision layouts; locations for multi-family housing.

Process

If the Community Planning process involves some kind of a “master plan” and policies to direct future growth, (based on the consultation process), it should include a couple of options which should be evaluated / assessed (criteria?) in order to finalize the best option.

Johnny Carline

Collective decision making about issues affecting a community's future, including physical, social and environmental issues.

David Krajaefski

- Community planning is a collaborative, public process that involves citizens, stakeholders and decision makers to plan for the future of a geographic area.
- It includes goal setting, designing and arranging land uses, infrastructure and services to achieve a sustainable community that is an attractive place in which to live, work and play.

Felix Michna

Community Planning to me is respecting the individual interests of people and ultimately determining if there is a common cause.

I've worked in the public and private sector, but my best experiences were in the volunteer world.

- The time I spent with the First Nation's band in Fort Smith (South Slave Region, NWT; on the Alberta border) was a great experience.
- The issues of individuals that spoke with me were put in plain terms:
 - "I'm unemployed";
 - "I'm afraid of some of the men here";
 - "the young people don't have anything to do" etc.
- These grass roots issues were critical in coming up with some good ideas for the future of their community.
- We took many months to go through this process, but the time spent was worth it.
- In the end, 'this' community plan project resulted in a focus on economic and social issues, probably very much different than the community plans that define most Official Plans and other municipal plan documents. Just my perspective.

Let me add one other thing from my experiences:

- Volunteer: Planners will find their work and life more fulfilling, if they can spend some time volunteering in other environments, including other countries.
- Elsewhere: The planning world in Belarus and Peru (where I've spent time in both) is a lot different than Port Moody or Orillia... it won't be waste of their time.

Barry Smith

About Defining Community Planning

Also, I gave some thought to your request for how 'community planning' might be defined.

Because of the breadth of the work that planners might find themselves involved with, I failed to come up with anything worthwhile.

- However, when I looking up 'Community Planning' into Wikipedia it immediately reverted to "Urban Planning".
- I think that, if the profession of planning (or the work of planners) is considered limited to the urban setting this is problematic.
- I know that over 80% of Canadians live in an urban setting, but less than 1% of the Canadian land base is urbanized.
- It is undoubtedly true that most planners apply their efforts to an urban setting: but not all.
- For example:
 - you could have a team of people working on a project to define areas that would be suitable for the establishment of new reserves for the release of Bison.
 - The team might involve a biologist, an agrologist, someone experienced in animal husbandry and ... yes a planner.
- In my piece, I mentioned my perception of the use of the word "community".
- I know that the word is often simply viewed as interchangeable with "urban," but I think of "community in a much different context in the world of planning.
- A simple example - if someone is involved in transportation planning, they should never fall into the trap of thinking they are working for the trucking industry.
- In my opinion, planners should be directing their efforts to the service and well-being of the larger community, however that might be defined. Anyway, just some thoughts.

Terry Crowe

"Planning is:

- *the management of change,*
- *by coordinating interests,*
- *to achieve a common vision".*

Event: A Steveston Village, Richmond, BC,
Heritage Conservation & Streetscape Planning Meeting:



When: 1 - 6 pm: July 22, 2017

Where: Steveston Community Centre, Richmond, BC

What: Presenting and explaining Village Streetscape and Parking Options

Who: Sonali Hingorani, P.Eng. Manager, Transportation Planning and New Mobility, Richmond, BC,
Photo: T. Crowe

4. Some Waterloo Planning Grads' Awards and Recognitions

(1) Noteworthy Canadian Firsts:

- Wendy Wright: 1st woman to receive an undergraduate Planning degree in Canada.
- Her classmates, Ian MacNaughton and Phil Hore were the first men.

(2) 50th Anniversary of the Founding Of the University of Waterloo: - September 28, 2007

On April 21, 2026, Chris Flemming suggested that this section be added: he says:

- *For this 50th Celebration there was quite a process to select the top 50 grads.*
- *Out of our Planning Faculty, Ian McNaughton and I were selected.*
- *David Johnston was the University President at the time and held a black-tie event at his "farm." Very fancy and formal.*
- *Wives were invited and each honouree sat at a separate table with faculty and invited guests.*
- *My wife Cheryl and I sat at the next table to Ian. We both knew Ian from our high school - and we knew his wife who we hadn't seen in years.*
- *The University held an award event in London England, Hong Kong and Waterloo.*
- *Several of the recipients were awarded posthumously.*
- *The biggest honour/award in my lifetime.*

50th Anniversary Alumni Awards 2007:



To mark the University of Waterloo's 50th Anniversary, University of Waterloo's Alumni Council established the University of Waterloo 50th Anniversary Alumni Awards, to honour outstanding alumni for their commitment to the university.

Nominations were accepted from alumni, University of Waterloo faculty and staff, and the Council selected 50 alumni who exemplified extraordinary citizenship to University of Waterloo through activities like volunteering, mentoring, involvement with committees, boards or panels, philanthropic support or advocacy.

Where: The recipients were honoured at a formal awards dinner on Friday, September 28 at Chatterbox Farm, home of University of Waterloo President David Johnston and his wife Sharon.

Each award recipient received a limited-edition print of *Fifty: Upholding Imagination*, a piece created specifically for this occasion, by artist Paul Roorda, BA '88. University of Waterloo is extremely grateful for their commitment, dedication and support to this great institution.

All Award Honorees can be seen here:

<https://uwaterloo.ca/alumni/events-and-awards/awards-and-medals/50th-anniversary>

(3) CIP Fellows

On April 21, 2026, Ted Cowan suggested adding this CIP Fellows section:

Some Waterloo CIP Grad & Professor Fellows	
Students	Faculty and Others
- Linda Allen, - Jean Monteith, - Ian McNaughton, - Wendy Nott, - David Palubeski, - Armin Preiksaitis - Dave Witty	- Len Gertler, - Hugh Lemon, - George Rich, - Mark Seasons - Gwyn Symmons, - Derek Coleman, - Bill Buholzer

(4) Some Planning Grads' Awards and Recognitions.

Most recipients' names are omitted to avoid the appearance of bragging. Details can be found in the individual Grad Summaries.

1. 2019 Bahai Gratitude Award
2. Awarded A Life Member of PIBC
3. 1996 OPPI Member Service Award
4. 1988 Canadian Forces Decoration (CD)
5. 2017 Metchosin Volunteer Group of the Year
6. Won a CIP Award for Planning in Mississauga
7. An OPPI Member Service Award Winner
8. 1995 – ICMA Award for Innovation in Local Government,
9. Won a New Zealand Planning Institute Gold Medal Award
10. A Life Member of the Royal Architectural Institute of Canada
11. Received an Award of Merit, by the Alberta Association, CIP
12. The 2010 Elite Visiting Scholar, Hong Kong Baptist University
13. 2020 The John Smithson Memorial Award for services to cricket
14. Established the Donald Getz Award for Event Planning Projects
15. A CSLA National Award for Forks Development, City of Winnipeg
16. 1996 – ICMA Award for Citizen involvement in Local Government
17. 2011: Award of Excellence, Waterloo Region Heritage Foundation
18. 1997: "Agriculturist of the Year" Award: the B.C. Institute of Agrologists
19. 2007: Received a University of Waterloo 50th Anniversary Alumni Award
20. 2004 Won an American National Parks Award for Gwinnett, Georgia, USA
21. A University of Waterloo distinguished Alumni Achievement Award
22. An Award of Distinction by the International Downtown Association
23. 2015 – CAMA Awarded Honourary Life Membership (Fellow of the Association)
24. The Manitoba SE Tribal Council Recognition of Service to First Nations
25. 1990 Outstanding Project of the Year, New York Upstate Chapter, American Planning
26. The CIP President's Award, "in recognition of an outstanding lifetime contribution
27. Grads have won several: Prince of Wales Heritage Awards: by the National Trust for Canada
28. 2012 - Queen's Diamond Jubilee Medal: for Service to Peers, Community and Country,

29. Heritage Award, City of Vancouver for City Square at 12th Ave. & Cambie St. in Vancouver
30. A Prestigious Award: from the International Council of Shopping Centres, for City Square at 12th Ave. & Cambie St. in Vancouver
31. The Wilfrid R. May Scholarship for Career Development, Alberta Heritage Scholarship Fund
32. Won a top CIP Prize for the Boyle Street / McCauley Area Redevelopment Plan, Edmonton
33. 2017: The Newfoundland Labrador Folk Arts Society, Lifetime Achievement Award
34. Sep. 28, 2022: the Ontario June Callwood Outstanding Achievement Award for Voluntarism
35. May 28, 1999: 23rd Annual Nova Scotia Environmental Award for integrating environmental concerns into NS Centre of Geographic Sciences programming
36. 2010, A Lifetime Achievement Award, by the International Centre for the Study of Planned Events at Queen Margaret University, Edinburgh, Scotland
37. 2025 Lifetime Achievement Educator Honoree, Visionary Award, from the Professional Conference Management Association (PCMA)
38. April 1995: The Eric W. Thrift Award: Planning Excellence for Area Revitalization: a CIP Grand Prize
39. 1992 Outstanding Project of the Year, New York Upstate Chapter, American Planning Association, Town of Amherst, New York, U.S.A. - Parks and Recreation Masher Plan
40. 1992 An American Planning Association (APA) Award for: "Towards a Livable Metropolis: Challenges and Opportunities in the Greater Toronto Area" (often referred to as the Greater Toronto Area Task Force Report or the Golden Report)
41. 1994, Award for Planning Excellence, Canadian Institute of Planners: Cornell Secondary Plan Submission, Cornell Development Group and Consultants
42. 1999 OPPI Provincial Award Winner Professional Merit and Excellence in Planning, City of Mississauga - Future Directions Plan (Parks and Recreation)
43. 2004 Silver Medal for The Future Design of the City of Ganzhou, China, from the City
44. 2009 CIP Planning Excellence Award for Social Planning, Mississauga Older Adult Plan
45. 2015: CIP Award for Planning Excellence in Planning Publications recognized the Expiring Operating Agreements Planning Guide.
46. 2020: Silver Winner PIBC Award for Inclusionary Planning for the Affordable Housing Redevelopment Criteria Tool: with Metro Vancouver
47. 2019: An Urban Design Award, Award of Merit, Visions and Master Plans, from the City of Ottawa for planning the Canada Lands Company's largest heritage project, the Booth Street Complex.
48. A CSLA National Award for Firm's work on the City of Winnipeg Forks Development
49. Recipient of the Canadian Society of Landscape Architects National Honour and a Regional Merit Award
50. 1997 – Government Officers Finance Association, Award for Budget Preparation and Presentation,

5. Some Planning Grads' Major Wins and Successes

(1) Introduction

The purpose of the Waterloo Community Planning Programs and the Planning Grads' efforts was to permanently improve things - the human condition, the Planet and Canada's Planning culture.

(2) The 5 Point Improvement Criteria

I suggest that the Grads' efforts achieved this goal, if they met any of the following five criteria:

1. Enhanced Democracy, and / or
2. Improved The Necessities of Life, and / or,
3. Improved Public Safety, and / or,
4. Improved People's Life Style Choices (Thrive, Live, Work, Play), and / or
5. Improved Canada's Community Planning Culture and Practice.

For clarification, examples of how the Grads could meet each criterion are listed below:

1. Enhanced Democracy can include:

- In the Office: Improving women and minority representation and diversity,
- In Public:
 - Improving representation by helping plan Federal, Provincial and municipal electoral boundaries, annexations and incorporations,
 - Providing more and better planning information, options and recommendations (e.g., new social media techniques),
 - Facilitating "being heard" (e.g., more public meetings and citizen advisory committees).

2. Improving The Necessities of Life can include:

- Air Quality: preventing and addressing air pollution, dust and toxic fumes,
- Water Quality & Supply: protecting watersheds & groundwater: planning piped systems,
- Food: protecting farmland; preparing Right to Farm laws; promoting community gardens,
- Shelter: preparing affordable, LEMR rental, homeless and market policies & projects,
- Health Care: planning hospitals: medical & dental labs & clinics; parks and rec centres,
- Sanitary Sewage: ensuring septic tanks: planning piped sanitary sewer systems,
- Drainage: planning ditches, and drainage and piped storm water systems,
- Access: improving rapid transit, busses, roads and pedestrian and rolling pathways.
- Other: as necessary.

3. Improving Public Safety (#1 Priority Expenditure of Governments) can include:

- Emergency Services: planning police, fire, ambulance, emergency rescue facilities,
- Environmental Protection: preparing policies to avoid flooding, subsidence, slumping,
- Building Code Efficiencies: applying earthquake, rain, flood and wind protection,
- Mobility: designing highway, street, rolling and walking networks and policies,
- Climate Change: preparing policies to address sea level rise, wildfires, food security,
- Other: as necessary.

4. Improving People's Life Style Choices (Thrive, Live, Work, Play) can include:

- Facilitating What's Within: providing art, sport, learning & meditation spaces and choices,
- Municipal Communication: providing new social media & public engagement tools,
- Education: planning new public / private schools and universities: and their reuse,
- Housing: increasing affordable, rental, homeless, transition and market housing choices,
- Commercial: increasing home, neighbourhood, retail and shopping policies and choices,
- Employment: increasing home, office, retail, resource and tourism jobs & choices,
- Recreation: increasing community recreation facilities; planning Olympic facilities,
- Sustainability: enabling more geothermal, solar, wind, recycling & conservation choices,
- Health: enabling more public and private medical and mental health facilities,
- Spiritual: enabling more natural and built spiritual and religious facilities, and retreats,
- Heritage Conservation: protecting heritage resources and precincts,
- Other: as necessary.

5. Improving Canada's Community Planning Culture and Practice can include:
- New Methodologies: creating a better model to plan for residents' recreation needs,
 - A Change in Practice: getting a highway department to begin public participation,
 - A New Procedure: using proforma calculations in rezonings to maximize public benefits,
 - New Thinking: create a new mini-basic planning bylaw for small rural municipalities,
 - New Strategies: preparing a first sustainability themed Official Community Plan,
 - New Financing: use density bonusing for rapid transit, libraries, disability centres,
 - Other, as necessary.

(3) Degree and Extent of Grad Project Benefits

As the Grads worked for all four levels of government, their initial policies and projects brought permanent change and benefits, across Canada and to Canadians, for example:

- A. Federal Planning Grad efforts could affect all Canadians and improve many conditions,
- B. Provincial & Territorial Grad efforts initially affected people & conditions in those areas,
- C. Municipal Grad efforts initially affected people and conditions in that municipality, and
- D. Indigenous Grad efforts initially affected people and conditions in that jurisdiction.

(4) Precedents, Models and Multiplier Benefits

Introduction

The Table below helps one to better understand the number of Canadians and municipalities that the Planning Grads' policies and projects directly and indirectly affected: for example:

- if a Planning Grad invented a new federal CMHC housing policy, it could affect 41.5 M Canadians and 3,568 municipalities across Canada, and
- if a Planning Grad won a landmark case at the OMB, it could initially affect over 16M Ontario people and 444 Ontario municipalities:

2026 Canadian Population and Municipalities		
Province / Territory	1 st Q 2026	Number of Municipalities
Canada	41.5M	3,568
Ontario	16,136,480	444
Quebec	9,033,887	1,134
British Columbia	5,658,528	162
Alberta	5,048,151	354
Manitoba	1,505,117	137
Saskatchewan	1,265,936	782
Nova Scotia	1,090,074	50
New Brunswick	867,383	107
Newfoundland / Labrador	548,557	271
Prince Edward Island	182,001	74
Yukon	48,218	13
NWT	45,803	33
Nunavut	41,846	25

Source: Stats Canada

The Multiplier Effect

Because many of the Grad policies and projects were early and precedent setting, they also became models and examples for subsequent planning efforts by other planners across Canada, which provided more benefits to more Canadians.

(5) The Grad List of Wins and Successes

Below, are some of the Grads' major Wins and Successes.

(6) No Names: No Bragging

- To avoid bragging, in the list below, there are no Grad names.
- Who did a project can be found in the Grad Summaries.
- All the Grads will tell you that they didn't do it alone: others helped them.

(7) Extent

A ramble through the List of the major Planning Grad Wins and Successes below gives one a sense of what the first early wave of Waterloo Planning Grads accomplished, and the benefits and legacies.

(8) The Wins and Successes (in no particular order):

1. Created the Len Gertler \$2,500 Scholarship Fund

- Award type: Entrance scholarship
- Annual Award: One scholarship to an outstanding student entering first year of Planning.
- History: The Fund is made possible through the efforts of a dedicated group of Planners in appreciation of Len Gertler's contribution to the School of Planning, to the education he provided, and to Canadian planning.
- Eligibility & Selection Criteria: Academic performance
- Program: Environment - Planning
- Citizenship: Canadian/Permanent resident
- Application required?: No
- Contact: Student Awards & Financial Aid: Email safainfo@uwaterloo.ca
- Donations: Should be directed to the University of Waterloo Advancement Office.
- Telephone: 1-800-408-8715.
- Donators should mention the Len Gertler Fund.

2. Enhanced Democracy

- Improved Representation: Federal and Provincial Electoral Boundary Changes
 - Periodically, after a Federal Census, at the request of the Federal and Provincial Electoral Boundaries Commissions, Planning Grads have supplied detailed municipal population data per smaller areas, to help establish new Federal & Provincial Electoral Districts.
 - Currently, there are 338 Federal Electoral Districts in Canada: with an average population 121,891 people. (Sources: Statistics Canada; Elections Canada).
- Increasing Representation, Consensus and Being Heard by Increasing Public Participation
 - Pioneered New Municipal Social Media Planning Tools (e.g., website information and surveys) which increased public participation and consensus in planning (e.g., in one case, they enabled over 90,000 people to participate in a new OCP review process, 24 hours a day, without having to attend an open house),
 - Improved Public Engagement: by hosting more public planning meetings which enabled more residents to be better heard, informed and shape their communities,
 - Gave more citizens - More voice: Supported many and more municipal Council voluntary citizen advisory committees (each with say 8 to 12 smart residents) which prepared strategies and policy recommendations on important social, economic, land use and environmental issues including child care, group homes, seniors, disabilities, intercultural, First Nations, public art, heritage, agriculture, the environment, village planning and airport noise). Thus they worked "inside the tent", rather than having them on the outside "heaving rocks" at Council.

3. First Nations

- Assisted in several major hydro-development negotiations and settlements with and on behalf of the Pimicikamak People and Wabaseemoong Independent Nations,
- Advised the Wabaseemoong Independent Nations, northwestern Ontario and helped negotiate compensation for flooding, displacement and mercury contamination,
- Manitoba Northern Flood Committee: advised its five member First Nations on northern hydro flooding issues and corresponding mitigation and remediation work,
- Taught Environmental Design in northern Manitoba First Nations,
- Led Over 100 Design Charrettes for First Nation and cities.

4. Saskatchewan Human Rights Commission Hearings
In 1996, won an Employer - Employee mental health dispute which, at that time was the Saskatchewan Human Right Commission's longest hearing.
5. Planning Act Reviews
Grads helped review and amend provincial Planning Acts (e.g., Nova Scotia, Saskatchewan).
6. Expropriations
Planning Grads prepared complex Expropriation Studies and attended Hearings:
 - on the Toronto waterfront, and
 - major sections of Highway 427.
7. Annexations
Planning Grads directed several annexation studies (e.g., Town of Amherstburg, Village of Wheatley, Township of Chatham, the County of Lambton, Central Northumberland, the Town of Chesley in Ontario).
8. Provincial Appeal Boards
 - Grads represented municipalities and Provinces at provincial Planning Appeal Board Hearings in Nova Scotia and Saskatchewan.
 - Grads were members of the Ont. Municipal and Sask. Provincial Planning Appeals Boards.
9. OMB Hearings
Planning Grads won:
 - several Ontario Municipal Board (OMB) Hearings which resulted in ground-breaking decisions, including:
 - A. water-taking was ruled to be a land use (and thereafter could be regulated by zoning) in the Grey Highlands, Ontario,
 - B. establishing the importance of "character recognition" in association with proposed architectural changes along London's Historic Richmond Street, and
 - C. the right of a municipality to preserve limited "Institutional" land designations at Brescia College / University of Western in London, Ontario
 - major retail location projects in Ontario, and
 - numerous "Store Wars" cases in Ontario.
10. Sustainability
 - Championing the concept of sustainability in urban and regional planning, in Metropolitan Vancouver and more broadly at conferences.
 - A Founding Director of Smart Growth BC.
11. Delegated Authority by the Ontario Ministry of Municipal Affairs
As the Director of Development, Development Division, Regional Municipality of Waterloo:
 - was the Delegated Authority by the Ministry of Municipal Affairs, to approve official plan amendments, subdivisions and condominiums,
 - supervised the processing of all development applications in the Region, and
 - implemented Regional Council decisions.
12. Municipal Demographic Projections
Prepared 1st time high quality municipal demographic projections (e.g., for Plans, housing).

13. Innovative Planning

- A first Planning student member to the CIP Board of Directors,
- Two Grads helped draft CIP's definition of Planning (with advice from Len Gertler),
- A Founding Director of Smart Growth BC,
- The Founding Chair, College of Fellows, CIP,
- Helped prepare the Niagara Escarpment Plan,
- Provided planning advice in Peru, Australia, China, USA,
- In 2001, wrote a Professional Practice Manual published by CIP,
- Juried several national and international urban design awards,
- Founding chair of the City of Winnipeg's Urban Design Advisory Committee,
- Founding and 2010 Honourary Member of the Council for Canadian Urbanism,
- Developed Canada's Canadian Heritage River (CHR) Designation Methodology,
- Was central to establishing Canada's first ever Environmental Advisory Committee,
- Established Canada's largest geomatics-focused learning environment, the NS Centre of Geographic Sciences (COCS), in Lawrencetown, Annapolis County, NS
- As a member of the National Capital Commission's Advisory Committee on Realty, Planning and Design, influenced the planning and design of our national capital,
- Developed the award-winning Certificate in Urban Design at Simon Fraser University,
- Former Chairs of the Provincial Planning Institutes (e.g., Manitoba, Ontario, BC,),
- Member of the International Advisory Board, Centre for African Settlement Studies and Development,
- Between 2008-11, assisted the Abu Dhabi Urban Planning Council by conducting urbanism courses and urban design workshops for Emirati professionals.
- Assisted in the Planning the Future of Abu Dhabi: A Canadian-Emirati Collaboration for Sustainable Urbanism): Edited by Larry Beasley and Michael White: April 15, 2026.

14. 1991: The Princess Margaret Cancer Hospital, Toronto:

- Role: As an outside planning consultant to the City of Toronto, provided lead planning evidence in the heavily contested OMB approval of the Princess Margaret Cancer Hospital.

15. A Senior Research Associate, Bureau of Municipal Research (BMR) Toronto:

- proposed and developed research into urban problems,
- published monthly (BMR) (Comment) and quarterly (Civic Affairs) reports,
- was a Principal Researcher for publications on demolition, amalgamation, recreation easements and the use / role of a referendum in planning decision making.

16. Improved Overall City Effectiveness

City of Hamilton, Ontario, as City Manager and CAO:

- 1999-2000: merged the staff of the two administrations,
- in 2000:
 - amalgamated the staff of all 7 municipalities into one administration.
 - delivered \$25 Million in savings to the overall budget,
 - created a Strategic Plan and a New Management Philosophy, and
 - introduced a new culture over time, through a Management Educational Awareness Program with a City Manager's Round Table sessions held for those who applied and met the criteria to attend.

17. Improved Planning Department Creativity and Effectiveness

- 1981: Edmonton Planning Department:
 - Upon arriving in Edmonton, as the GM of Planning, I found that the Department:
 - was disorganized, without focus and staff demoralized, and
 - lacked the confidence of Council, development industry and the public.
 - Over an 18 month period, I:
 - restructured department,
 - created a positive culture, and
 - refocused the energies of staff on the clients.

- Success:
 - The Department regained the confidence of Council, development industry and public, and
 - We received praise in the media for the Department's accomplishments.
 - In a Planning Department
 - hired an Architect, to review condominium, townhouse & apartment site plans, and
 - added an Engineer, Engineering Technicians and Landscape Architect.
 - Other Planning Departments:

Hired sociologists, urban designers, architects and landscape architects which enriched staff cross-learning, experiences and productivity, for example:

 - policy planners processed development applications, and
 - development application planners prepared policies, strategies and area plans, both the employees and employer benefited.
18. Healthy Communities Policies
1988 /91 Founding Chair, National Steering Committee, Healthy Communities Project: it sparked the creation of the Canadian Healthy Communities movement,
19. Protected Water Supplies
Role: As Chair of the Lake Erie Region (Water) Source Protection Committee, helped to protect four Ontario water sources by preparing "Source Protection Plans in the Lake Erie Region, namely: 1 Catfish Creek, 2 Kettle Creek, 3 Long Point and 4 Grand River.
20. Saved Agricultural Land
- Planning Grads helped to implement BC's 1973 Agricultural Land Commission policies to preserve BC farmland which preceded by over a decade, the 1987 work of the UN World Commission on Environment and Development, as enunciated in "Our Common Future", by the Brundtland Commission,
 - Assisted in saving B.C.'s farmland and preparing BC's Right to Farm Legislation and Policy.
 - Helped save 26 km (16 mi), or 154 ha (380 acres) of Annapolis County farmland by pressuring Highways to reroute Highway 101, up onto South Mountain between Bridgetown and Annapolis Royal, Nova Scotia.
21. 1976: Prompted Nova Scotia Uranium Public Meetings
- Prompted Nova Scotia Mines to hold uranium public meetings, in Annapolis County, NS.
 - Uranium exploration stopped.
22. Financial
Updated City Development Cost Charge (DCC) and Amenity Cost Charge (ACC) Bylaws to require developers to contribute to infrastructure and community amenities, as follows:
- DCC Bylaw: Facilities: Highway (roads), Sanitary Sewage, Water, Storm Drainage, Fire Protection, Police, Solid Waste and Recycling Facilities, and
 - Amenity Cost Charges: help pay for: Community, Youth, Seniors, Recreational, Athletic, Library, Child Care and Public Square Facilities
23. Human Resource Management
- Promoted women planners in public and private workplaces (e.g., PIBC, consultant firms, district planning commissions),
 - Mentored staff and students: some became Deputy Ministers and Directors General,
 - Advised people: To never give up; Tenacity equals eventual success; Always give 110% and Live Life to the maximum.

24. Innovative Leadership Facilitator, Coach, Trainer, Consultant

- An equity-centred management consultant, leadership trainer, facilitator and ICF-certified coach who's vision is a multi-racial, cross-sectoral network of collaborative, service-oriented leaders working across difference to achieve transformational change,
- Co-founder of IMPACS Communications Centre, the first non-profit communications training and services centre in Canada.
- The sole Canadian trainer with the Rockwood Leadership Institute which supports leaders to transform themselves, their communities, and the world towards equity, liberation, and sustainability for all.

25. Employee Wellness Consultancy

- After 5 years, a Planning Grad's performance management consulting company increased:
 - employee engagement,
 - improved their mental health, and
 - thousands of employees improved the performance of their organizations (e.g., some Fortune 500 clients in high-tech, health care [hospitals], retail and education).
- Most employees spend about 8 hours a day, that's one third of their day at work and by creating work environments where employees were happy and healthy, they improved their overall quality of life both at work and at home.
- As a result of this work, the Grad was asked to speak at major conferences across North America: Toronto, Calgary, Vancouver, Los Angeles, Chicago, New Orleans, Philadelphia and many others.
- The Grad documented our work in the book "Energizing Organizations" that was number 5 on Amazon's best seller book list for over one week.

26. Planning Consultancy Transfer of Ownership

At least 2 successful planning consultant firms were sold to their employees (often women).

27. Gaming, Slot and Casino Policies

- Prepared municipal: No Slot, then 360° to a Full Slot Casino Policies.
- Helped plan a casino which annually generates over \$10M for the city,
- Prepared BC's 1st Problem Gambling Addiction Prevention and Treatment Strategy.

28. The First Joint Fringe Area Plan

- Commissioned by five municipalities and the Ontario Ministry of Municipal Affairs and Housing, to complete the Joint Fringe Area Plan for the County of Wellington / City of Guelph, Townships of Puslinch, Guelph and Eramosa.
- It was the first non-regional (across both sides of a city boundary) review of development needs and constraints.

29. Zoning Bylaw Innovations

Prepared, reviewed, rewrote:

- the City of London's new Comprehensive Zoning Bylaw Z-1,
- the City of Etobicoke's Zoning Code,
- The City of Niagara Falls' Zoning By-Law,
- The Town of Aylmer's Zoning Bylaw, and
- Old Zoning Bylaws.

30. First Regional, County, Town, Village OCPs and Secondary and Community Plans

- Everywhere: Prepared 1st time rural, village, resort, town, city, county and regional plans.
- 1977: Prepared Ontario's first Regional Official Plan: approved by the Province.
- 2011, helped prepare Metro Vancouver's new regional plan: Metro Vancouver 2040: Shaping Our Future, to replace its 1996 Livable Region Strategic Plan which had to be adopted by 100% consensus by 22 municipalities and one First Nation.
- Prepared the 1st OCP for Tofino during considerable community contentiousness and fractional conversations about development and conservation.

- Prepared 1st and early Official Community Plans for:
 - 1st General Municipal Development Plan for Charlottetown, PEI.
 - 1st planner for Bramalea: Canada's First Satellite City (think Brampton, Ontario)
 - Cities: Oshawa, City of Belleville, Hamilton, Toronto
 - Counties: of Middlesex, Middlesex, Grey, Brant, Central Northumberland.
 - Municipalities / Townships of: Thames Centre, Raleigh, Puslinch, Chatham, Brantford, Tilbury East,
 - Towns of: Chesley, Clearwater, Amherstburg, Aylmer and Niagara-on-the-Lake,
 - Village of Wheatley.
- Secondary and Community Plans
Prepared 11 Secondary and Community Plans, including for the following municipalities:
 - City of Sarnia/Clearwater (3), Township of Delhi (Turkey Point), Township of Maidstone (3), and Village of Tiverton, as well as for private clients in the Township of Bosanquet (3).
- Smaller Plans
 - Invented a quicker plan for rural Sask municipalities (e.g., a basic planning statement),
 - Established tailored and innovative OCP Development Permit design guidelines

31. Town and City Centre Projects

- the Rideau Centre, Ottawa
- City Square at 12th Ave. and Cambie St., Vancouver, BC,
- Retail Studies for the Towns of Port Elgin, Chesley, Aylmer and Amherstburg, Ontario,
- Downtown Revitalization Plans: Towns of Dundas, Amherstburg, Leamington and Petrolia.
- Prepared 1st shopping mall densification plan, outside of a city centre, in BC,
- Mixed Use Centre planning in previously built suburban areas, in Ontario,
- Richmond City Centre high density urban villages around rapid transit station stations,
- 1998: Initiated the Core Areas Revitalization Program for Galt, Preston and Hespeler: notable successes include:
 - relocated the University of Waterloo School of Architecture to the Galt Core Area,
 - new residential development to support the businesses in the core areas,
 - the reversion of Ainslie and Water Streets to two-way traffic,
 - the development of a comprehensive parking strategy, and
 - implementation of streetscape improvement projects in all three core areas to create a more pedestrian friendly environment.
- Conducted over 100 Design Charrettes:
 - to bring urban design to communities and promote deeper community involvement in too often what is seen to be an intimidating idea,
 - to prepare for the District of Langford, BC, a Downtown Redevelopment Plan which converted the strip mall into a vibrant downtown.

32. School Boards and School Redevelopment

- Some Grads became early planners for school boards (in 2026: + 350 SBs in Canada),
- Converted surplus school land to residential development and secured significant public benefits paid for by the developer (e.g., 5 acres of parkland, a built turn-key child care centre, several units of affordable townhouses; water, sanitary, storm, road & sidewalk upgrades).

33. Tourism

- Assiniboine and Red River Tourism and Recreation Study': Winnipeg, Manitoba,
- The City of Winnipeg Forks Development initiative.

34. A Successful Social Planning Policy Generator

- One community planning department generated so many new first time social planning policies, strategies and programs, that to implement them, they had to be transferred to a separate Community Services Division,
- The policies involved: child care, inter-cultural, First Nations, seniors, public art, problem gambling addiction prevention, group homes, affordable housing, group home, disability.

- The implementation of many of these social priorities involved significant work, for example:
 - to implement an Affordable Housing Strategy requires many legal, agreements,
 - many involved Council appointed citizen advisory committees (e.g., 8 to 12 members) which planners have to feed and water by preparing Council appointment reports; monthly committee agendas and minutes and annual work plans; and assist with consultant studies and five year strategies.

35. Housing Policies and Projects

- Prepared Group Home Policies,
- Prepared Homelessness Policies,
- Was Ottawa's first Housing Planner,
- Prepared Poverty Report Cards and Policies,
- Prepared Housing Policy Statements for the:
 - Town of Amherstburg, Township of Maidstone,
 - Township of Blandford / Blenheim, Town of Aylmer,
 - City of Thorold County of Brant.
- Helped set up Ottawa's Non-Profit Housing Corporation,
- Completed Over 35 Neighbourhood Improvement Programs,
- In Toronto: Long Term Senior Care Home: planning and development,
- Helped plan the Kiwanis Senior Citizens Housing Society, Richmond, BC,
- Homelessness: Volunteering to address homelessness to keep people housed.

36. Parks, Recreation, Cultural Plans

Helped establish:

- The Fathom Five National Marine Park, Bruce Peninsula near Tobermory, Ontario,
- The Quttinirpaaq (top of the world) National Park, Canada's most northern & 2nd largest park.

Prepared and directed:

- 1st Ontario Cohort Survival Models for recreation planning,
Evolved Ontario recreational planning to a whole new level by applying cohort survival models to accurately predict:
 - the numbers of residents in specific age categories, and
 - then, the number of specific facilities required to meet those needs.
- Six Parks and Recreation Master Plans,
- Over 25 Recreation, Parks and Culture Master Plans, for:
 - the Cities of Barrie, Brampton, Chatham, Greater Sudbury, Gwinnett County Georgia, London (2), Markham (2), Mississauga (3), Niagara Falls, Oakville, Sarnia, Thorold, Toronto, Vaughan, Waterloo, Woodstock,
 - the County of Brant; and Haldimand County;
 - the Township of Centre Wellington,
 - the Towns of Amherst New York (2); Blue Mountains and Cobourg,
- Over 40 Parks and Recreation and Cultural Needs / Feasibility Studies ranging, from the more traditional arena, pool, soccer analysis to libraries, arts centres and tall ships,
- Golf Courses: Grew the Club Link portfolio of golf courses, as was responsible for the redevelopment of the courses and residual residential lands,
- Atikaki Provincial Park and World Heritage Site: a Class II Protected Area under the International Union for the Conservation of Nature,
- In 1987, The Bloodvein River, Manitoba was designated as the 1st Canadian Heritage River,
- Helped retain the UNESCO Mount Arrowsmith Biosphere Region on Vancouver Island,
- Prepared a MOU to establish the Grassland National Park, Saskatchewan

37. Transportation

- Coined the term "rolling" (e.g., wheelchairs, scooters, walker, bicycle),
- Established first time municipal "rolling" policies, networks and strategies,
- Planned City and regional rapid transit systems,
- Convinced a highway department to incorporate public consultation,
- Altered highway alignments to save farmland, habitats and heritage resources,
- Assisted the 2022 - 2023: Red Hill Creek Expressway Public Hearings (Hamilton, Ontario),
- Helped plan airport, seaport and harbour expansions with minimal adverse impacts.

38. Motorcycle and Driving Safety

- As President of the Motorcyclists Confederation of Canada (MCC), promoted safety.
- 1982 - 1989: Helped Pioneer Saskatchewan's "Lights On For Life Driving Safety Campaign Before December 1989, when it became mandatory that car headlights had to automatically turn on, a Grad led a planning department helped pilot Saskatchewan's "Lights On For Life" campaign which promoted daytime headlight use: it showed that daytime running lights (DRLs) reduced daytime two-vehicle frontal/side collisions by roughly 8 - 28%, significantly improving vehicle conspicuity and overall safety.
- 1989: As part of a two year Senior Management Development Program, a Grad prepared a report recommending that Saskatchewan authorize a Driver Collision Avoidance Training Course (e.g., practice getting out of a skid) in addition to its regular driver training programs.

39. Business, Economic, Industrial Development

- Established a planning consultant company with high ethical and professional standards which pulled over a million dollars out of the air for over 40 years which supported many families and careers,
- Planned industrial location and major heavy industry plant reuse,
- Brought needed planning rigour (e.g., definitions) to previously nebulous professions and terms, namely "job creation", and "community and regional economic development"
- 1993: Co-authored the Cabinet approved innovative Saskatchewan Regional Economic Development Authority (REDA) Initiative to create jobs and improve community viability.
- Mid 1970s: Assisted the NS Department of Economic Development in preparing the Annapolis Valley Industrial Park Strategy
- Retail Studies for the Town of Port Elgin, Chesley, Aylmer and Amherstburg
- October, 2005: Canada's Pacific Gateway Strategy: Helped prepare Canada's Pacific Gateway Strategy, to strengthen Canada's Asia-Pacific trade (e.g., China, Japan, India), by removing port, rail, road and border security constraints.
- Helped set provincial policies for environmental protection in the Ontario gravel industry,

40. World and Canadian Heritage Conservation

- In 2017, helped save the original "M" sign of Canada's first 1957 McDonald's outlet by preparing a heritage statement of significance,
- Helped keep Downtown Victoria, BC alive and well despite the usual threats of changing office, transportation and retail patterns, crime and social disorder
- Undertook historically appropriate boutique redevelopment
- Restored the "Old Mill Ruins", in Toronto.
- 1970s: Helped plan historic Annapolis Royal and the Annapolis Royal Historic Gardens,
- 2017: Helped prepare the Steveston Village Heritage Area Plan
- 2019, helped plan the Canada Lands Company's largest heritage designation project, the Booth Street Complex, in Ottawa.
- Helped establish the Atikaki Provincial Park and World Heritage Site: (4,000 sq km: 250 km NE of Winnipeg);
 - a Class II Protected Area under the International Union for the Conservation of Nature.
 - It's also a World Heritage Site.
- 1987, 1st Canadian Heritage River: The Bloodvein River: at Atikaki.
- Developed Canada's Canadian Heritage River (CHR) Designation Methodology
- Chaired the Winnipeg Heritage Advisory Committee
- Helped develop one of the first in Canada, Winnipeg's Heritage Design Guidelines,
- Prepared a BC Municipal Heritage Conservation Toolkit
- Project: Around 2009, when updating Richmond, BC's Steveston Village Heritage Conservation Area Plan, the BC Ministry of Tourism, Arts, Culture and Sport: Heritage Branch, helped by giving the City \$75,000 on the condition that Richmond would:
 1. identify every BC municipal heritage planning tool (e.g., bylaws, permits, agreements),
 2. describe their purpose, and pros and cons,
 3. draft all the model documents, and
 4. prepare a report for the BC Ministry.

The City engaged 2010 CPI Fellow and planning lawyer, William Buholzer, to help prepare the documents and report which the Province made public on its Website.

Benefit: The benefit is that smaller BC municipalities with limited staff and budgets could now more easily and cheaply find the correct heritage document that they needed, have a lawyer finalize it and implement it far more quickly to conserve their heritage.

41. Environmental Projects and Organizations

Helped plan / establish:

- The Nature Trust of BC,
- A City Ecological Network Policy,
- ESA policies, ecological networks, tree bylaws,
- Flood protection and dyke system strategies,
- The Ontario Escarpment Biosphere Conservancy,
- A City's 1st State of the Environment Report,
- Appointed to three Federal Environmental Review Panels
- A new regional solid waste facility in agricultural area,
- A municipal Aircraft Noise Sensitive Development Areas Policy,
- Helped designate the Grassland National Park, Saskatchewan,
- A rural groundwater study to avoid installing a central water system
- Designed corrugated steel culverts so that fish can to swim both ways through them,
- Helped retain the UNESCO Mount Arrowsmith Biosphere Region on Vancouver Island:
- Wrote environmental assessment reports for all Canadian Border Services' sites in Canada.
- In 1975, co-ordinated a \$77,000 Canada Council Grant with the NS Centre of Geographic Sciences, to identify new remote sensing techniques (e.g., identify quickly identify abandoned cars in Annapolis County for pickup, to minimize pollution).
- Canada's 1st Walmart on Geothermal: Helped established an area plan area, after which engineers then established an underground District Energy Utility (geothermal) system, to provide buildings with space heating, cooling and domestic hot water which allowed the first Walmart in Canada to be on a civic district geothermal energy system, as well as an Ismaili temple, and a new combined fire hall and ambulance services facility.
- Helped designate the Atikaki Wilderness Provincial Park, Manitoba: (4,000 sq km) and its international recognition which protects woodland caribou and pictographs,
- Manitoba Northern Flood Committee advising First Nations on northern hydro flooding issues, mitigation and remediation work

42. 2017: 1st BC Co-Located Fire and Ambulance Station in a Major Urban Centre

In the West Cambie Area, Richmond opened BC's first co-located fire and ambulance station in a major urban centre: the Cambie Fire Hall No. 3 & North Ambulance Station:

Purpose: To improve efficiency and joint training opportunities for both services.

Capacity: Fire trucks, up to 6 ambulances, repair bays, a shared gym & specialized workstations.

Design: It features: post-disaster construction, LEED Gold standards and public art.

43. "The Highway To Heaven", Richmond, BC

Unique in the World because, it is where 20 diverse religious institutions have voluntarily co-located and promote interfaith cooperation, multiculturalism and coexistence. It's along a 3 km. stretch of No 5 Road in Richmond's Agricultural Land Reserve (ALR) where side by side temples, mosques and churches occur including: Buddhist temples (e.g., Thrangu Monastery), Hindu temples, Sikh Gurdwaras (e.g., Gurdwara Nanak Niwas), Shia and Sunni Mosques (e.g., Az-Zahraa Islamic Community), Jewish synagogues and Christian churches. They also co-operate by participating in joint community dialogues to foster cooperation and sharing parking, particularly during their annual celebrations.

It Solves A Religious and A Land Use Problem

The "*Highway To Heaven*" enables Richmond to solve 2 problems:

1. How to encourage farming in narrow strip of Richmond's ALR that wasn't being farmed, and
2. How to accommodate the increasing demand for many large, religious facilities with large parking lots whose followers can't afford to buy up expensive houses and rezone them to Institutional Use.

3. The 1/3 - 2/3 Solution:

- the first 1/3 of a site (110 m) allows religious facilities on the condition that,
- the back 2/3 of the site is farmed.

44. A Unique Crash Planning Program to Accommodate Michelin in Bridgewater, Nova Scotia
In the summer of 1971, Bridgewater, Nova Scotia had to quickly prepare a town expansion plan to accommodate a new Michelin Tire Plant, the proposed Highway 103 interchange, and needed housing and infrastructure. The Federal and Provincial governments hired Harold Verge, an experienced planning consultant and former Director of Community Planning of Municipal Affairs, to select any Federal, Provincial or private planners, architects, engineers and land economists that he wanted, take them to Bridgewater, take over the local community college and prepare the plan. Just out of Waterloo, a Grad was chosen to conduct the land use survey and identify the recreational needs of the Town's youth. The highlight was being included in the senior team's Maritime planning stories after supper: never forgot it: made a point to pass it on later.

45. Grad Education, Lectures, Presentations:

- Many Grads taught, lectured and presented: at CIP Conferences, universities, colleges, institutes, and elementary and high schools including: Waterloo, Toronto, Carleton, Western, UBC, Alberta, Saskatchewan, Regina. NS College of Art and Design, Dal, Calgary, Stockholm, Auckland, Alberta, SFU, Kwantlen, Trinity Western,
- Founded of the academic study of "Event Management" thereby making it a distinct professional field in universities throughout the World.

46. Grad Authored Books

- (1) By John Gartner. St. David's Ontario: "Towards a livable metropolis: challenges and opportunities in the greater Toronto area," produced by the Transportation Association of Canada (TAC) and authored by J. Gartner. which is one of the first few Canadian projects to win an American Planning Award in 1990.
- (2) By Professor Don Getz, Calgary
 - 1990: Festivals, Special Events and Tourism. New York: Van Nostrand Reinhold.
 - 1997: 2ed. 2005: Event Management and Event Tourism: New York: Cognizant.
 - 1997: The Business of Rural Tourism: London: Thomson; S. Page and D. Getz (eds.).
 - 2001: Explore Wine Tourism: Management, Development, Destinations. NY: Cognizant.
 - 2004: The Family Business in Tourism and Hospitality. London: CABI. Getz, D., Carlsen, J., and Morrison, A.
 - 2007: Event Studies: Theory, Research and Policy for Planned Events. Oxford: Elsevier.(2d. ed., 2012: Routledge).
 - 2026: Don advises that he is editing his current book: "The Encyclopedia of Event Management and Event Tourism."
- (3) By Mike Koscec:
 - June 20, 2007: #5: Amazon's Best Seller Book List for over a week: "Energizing Organizations"
- (4) Dave Witty
 - Assisted in the Canadian efforts to plan Abu Dhabi (as noted in the new book: Planning the Future of Abu Dhabi: A Canadian-Emirati Collaboration for Sustainable Urbanism): Edited by Larry Beasley and Michael White: April 15, 2026.
- (5) Peter Helmut Kratzmann:
 - Sept. 1, 2023: Immigrants To Canada: Stories of Our Multicultural Immigrants. Kindle
 - Nov. 3, 2023: Hexagon: The Life of Cam Cunard in Four Novellas, Kindle

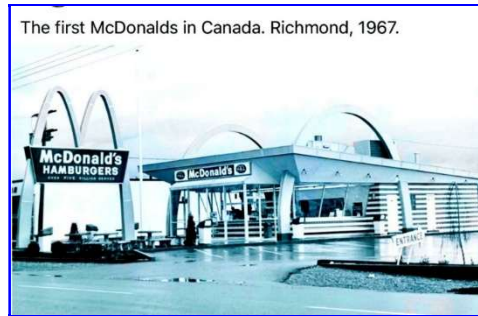
Conclusion: Yes: Waterloo Grads permanently improved the human condition & Planet.

6. The Real Reason Why Planning Matters

The real reason that Planning matters - to save *The Original Golden Arches*.

In 2017, the City of Richmond Planning staff, by preparing a Heritage Statement of Significance helped save the original "M" sign at Canada's first 1967 McDonald's outlet, in Richmond, BC

As well, the Planner met the second ever McDonald's customer in Canada who ate there.



2017 Richmond Sentinel Article:

McDonald's Re-Opens Franchise's First Canadian Eatery On Its 50th Birthday, Richmond, BC
By Martin van den Hemel, Richmond Sentinel: 1st Published 3:27 PDT, Tue July 4, 2017



At the centre, Joe Guzzo, owner of the McDonald's on No. 3 Road, and (at left) Shelly Hansen, regional vice-president of McDonald's Canada, present a commemorative plaque to City of Richmond Councillors Derek Dang (second from left): (Right) Bill McNulty and Chak Au.
Photo by Martin van den Hemel

Joe Guzzo knows the immigrant success story well. Guzzo, his nine siblings and parents, emigrated from Italy to Canada, travelling by boat and landing in Vancouver in 1966. About half a year later, in 1967, an American fast-food franchise made a major move of its own to the Lower Mainland, opening in the sleepy farming community of Richmond.

Guzzo had no idea how his life's story would be shaped by the signature Golden Arches when he landed a job at the No. 3 Road location as a 15-year-old in 1975. "This takes me back to my roots. It's a feeling that's hard to explain. It's part of the history of McDonald's, the fabric of McDonald's," said

Guzzo at the June 21 grand re-opening of the completely rebuilt restaurant on the 50th anniversary of the 1967 opening.

The Richmond eatery was McDonald's first outside the United States.

It's in part because of his own experience as an immigrant to Canada that he has such fondness for Richmond, a mecca for multiculturalism. "It means a lot to be a part of a multicultural community like Richmond is and represents."

Nearly six years ago, Guzzo jumped at the opportunity, when the location on No. 3 Road, near Richmond City Hall, became available. Guzzo told local dignitaries at the VIP opening that he recognized that the 50th Anniversary of the restaurant was fast approaching, and so he and his team began the years-long planning process to rebuild the restaurant.

The new restaurant sports a modern interior design, with the latest features, including electronic touchscreens where customers can input their own orders, as well as electronic disks known as table trackers so McDonald's staff can find a dine-in guest's table when their food is ready.

For those who love a bit of history, a nostalgic look at the restaurant's half-century in Richmond plays in a photo slide show on a big screen TV. "I love being a part of Richmond. It's a fantastic city. It's thriving, it's always growing."

A job at McDonald's remains a highly-prized resumé addition.

"There's so much that a job like this brings," he said.

"We call them life skills.

The ability to interact with people, the ability to work on a large team...being able to work with multicultural people, people from different walks of life."

I have a lot of friends who have other businesses, and they tell me that, if somebody applies with a McDonald's resume, that they worked at McDonald's, that they basically go to the top of the list."

Guzzo added: "So it makes me feel really good about the type of training and the type of life skills our people get."

During the excavation process, crews unearthed red-and-white tiles from the original McDonald's. A commemorative plaque, with a set of tiles, was presented to the City of Richmond, which Guzzo complemented as being great partners.

The original McDonald's sign, which continues to adorn the front of the eatery, was declared a heritage sign thanks in large part with help from Councillor Bill McNulty, who was instrumental in the process, Guzzo said.

7. Grad Suggestions to Improve Waterloo's Community Planning Culture and Programs

(1) **Grad Doug Koch, Victoria BC** "A Planner is a geographer with a job".

(2) **Brian Dagneault, Richmond, BC**

What should the Waterloo Planning Professors: do / not do? teach / teach? other?

Fifty-four (54) years out from graduating, I have no idea of what professors are teaching and what students want from their education at Waterloo.

- In the Fall of 1968, going into the School of Planning, I had no idea what Planning was, or what I was getting myself into.
- But, as I got immersed in our program, soaking up all this new information and ideas, I felt like I had made the right choice.

A Good Mix Of Professors

As part of that, a few professors made a bigger impression on me than others.

This is not to say that I remember any bad professors or classes (well maybe a 3-hour cartography class at 7am on a Friday morning), but some spoke to me more directly than others.

The three I remember most were Professors, Rich, Herzog and Dorney and probably all for much the same reason (although only George let me graduate with less than the required credits).

These three had all come from 'real world' experience; Rich as the Director of Planning for Winnipeg, Herzog from an architectural practice (and my senior paper advisor) and Dorney from working all over the World as a biologist.

Their perspectives seemed different, more grounded in the real-world application of what we were being taught with some great & often very entertaining anecdotes to go along with the message.

Ensure a Good Mix of Planners

- My suggestion for the School would be to ensure that there is always a good mix of professors with a variety of backgrounds beyond academia.
- Nothing replaces real-world experience that can speak to real-world applications.

Consult With Co-Op students

- Along the same lines, I assume the School has a thriving Co-op Program that was just getting underway, as we were graduating.
- The real-world experiences students gain from these employment opportunities would bring into focus what they would need to know and concentrate on, to perform well in jobs after graduation.
- Use that knowledge to extract the information you need from the courses offered.
- If it's not there, talk to a professor about how to get it.
- I'd hope the debriefings they provide upon return to campus would inform the direction and materials taught in courses and provide a rationale for continual updating and evolution of the course material.

Exposure To Land Development

- Some exposure to land development, rather than just land planning would be very beneficial.
- Understanding the:
 - (1) economics of development, not just private land development, also
 - (2) the community costs, and
 - (3) how they get funded,
 would help with figuring out what is doable, and how things get done and not done.
- Development Proformas would add a dose of reality to many planning concepts and the effect that policies have on the ability of the 'doers' to implement the grand plans.

- I always felt that the non-planning courses that we were required to take like sociology, anthropology, psychology, economics and of course geography were very helpful in understanding planning theories and practical issues from a different perspective and a deeper understanding of what was going on in a community.

Advice to planning students and those who want to be planners?

- Get as broad an education as possible and question everything.
- Never accept the Status Quo,
- Be a contrarian and free thinker,
- Challenge the supposed givens,
- Remember, at one point the fact that the earth was flat was “settled science”
- +The first six months of my first real planning job was doing basic engineering, in the field and in the office, until we had enough real planning work to keep me busy.
- That six months was as valuable to my career, as any planning course.
- Planning requires teamwork, understanding other members of the team and seeing issues from more than one side: it is invaluable.
- A basic understanding of engineering, transportation planning, architecture, landscape architecture, demographics and various related disciplines, will make you a better planner and you'll enjoy it more too.

Learn to communicate in every format.

- This includes: written reports, presentations, open house settings and informal gatherings.
- Great ideas, concepts and plans poorly presented may never be taken seriously.
- Communication is a specific skill that needs to be taught and developed.
- It should be part of the curriculum.
- With today's technologies the opportunities are endless and should be taught and used to maximize the ability to inform.

Travel

- Not always easy, when you're a young professional starting out, but do as much as you can.
- Soak up new and different societies and built environments.
- Pay attention to how they make you feel,
- Talk to locals to find out how it all works,
- That goes for the bad too, recognize what doesn't work.
- Consider (when it's good) how similar concepts could be integrated into your work.
- Similarly, get immersed in your own community,
- Pay attention to the good, the bad and the ugly.
- How do certain buildings, streets or spaces make you feel?
- How do others interact with them?
- Planning can be very technical, but it can also just be a gut feeling.

How can the community planning profession be improved?

Creating better planners, which I presume is the purpose of this exercise, should give us better community planning professionals.

- Raising the profile of the profession
 - Ensuring that the community understands the role and value of planners would help.
 - Being viewed as “*thought leaders*” who understand the entire symbiotic relationships of communities, not just what gets built where, would improve the trust in planners, and allow them to do their work and be viewed as unbiased practitioners.
- The Public Often Doesn't Know What It Wants
 - Probably not the most accepted or popular concept, but my years of experience has taught me that the public doesn't often really know what they want. Not specifically.
 - They usually always know what they don't want.
 - In both cases, many of the public only focus on what is good for them personally, not what is necessarily good for the community at large.
 - How could they?

- When public engagement works, it is great and can produce wonderful outcomes, but is usually only fully understood by those directly involved.
- Public Hearings are almost universally attended by those who don't want something.
- Change the plan / project and another group will show up expressing their displeasure.

I can't tell you the number of Public Hearings I've attended when a project has been presented that adheres to a recently adopted community plan, after years of review and public consultation, only to find that a room full of the same residents who were engaged in the plan preparation process are now opposed to projects that implement the plan.

At this point, it is the professional planner's responsibility is to listen carefully to all the comments and maybe make some small tweaks around the edges.

It is not their job to cave to a rowdy, generally ill-informed group expounding on their own self-interest, which is generally not representing the communities, or the Plan would have presumably never been adopted in the first place.

Planners - Don't Pander

- The professional planner's job is not to pander or shrink from what they know is right and good for the whole community they serve.
- Pandering and shrinking under hostile environments, counting votes and public backlash is the politician's job.
- You do yours and let them do theirs.
- After all, good community planning can only be as good as the final decision makers allow it to be.

(3) James L. Hill

Communication

- I guess I would add the ability to communicate both verbally and in the written word is critical.
- Also, the ability to think on your feet, of utmost importance in an Ontario Municipal Board Hearing (now the Ontario Land Tribunal), Council or public meeting.

(4) Peter Keilhofer, Toronto

- I think it was George Rich who said "*A plan on a shelf is just a plan.*"
- It was Norman Pearson, as a guest lecturer, who told us that, if we ever take a bribe be sure it is a big one because you will never work in planning again.
- This was said while he drove a Mercedes, smoked a big cigar and wore Gucci loafers.
- I was never taught the Economics behind planning.
 - I think that Planners should be taught how the Development Industry works.
 - Zoning confers or takes away land value.
 - For a developer, time is money.
 - It is important that we understand what all the stakeholders have to undergo.
- The Suburbs are not as horrible as Planners think.
 - People chose it because that is what they want.
 - When we first moved to Toronto, we checked out all the inner city neighbourhoods.
 - Friends advised that we should determine whether we wanted morning sun or afternoon sun before purchasing.
 - We chose a post-war suburb and get sun all day.
 - Of course, this will not last because the 1,000 sq. ft houses, which were considered more than ample for a family of four are being torn down for monster homes or infill sixplexs.
 - I appreciate the increase in our house values, but will miss the sunlight and trees.

(5) **Ray Parfitt's, Sechelt, BC:** February 18, 2026 Responses to The Questions

- A. General: Ray Parfitt, graduated on May 28, 1970 and has 47 years experience in both the public and private sectors in Toronto and BC (Kitimat, Sechelt), he retired in 2017.
- B. Terry's Comment: Ray reminds us of how things were at Waterloo in the 1960s / early 1970s:

Terry,

Attached is my response to your invitation. One hell of a challenge. Hope it works.

Having been out West for most of my career, I'm not too conversant with the Waterloo Planning program (curriculum and professors).

It certainly got me thinking about the changes that have occurred since our days in Planning School and how have we dealt with growth and development, social and technological change.

- As students, most of our notes were taken by pen and paper rather than laptops.
- Essays were prepared on portable typewriters or IBM Selectrics, if you could afford one (or had the space to accommodate one).
- PC's and Cell phones were not yet in circulation.
- Research was by reading texts in the reference library, rather than by Google.

My roommate and I lived on Alexandra Street, in Waterloo, between Carlings Brewery and Seagram's distillery. I enjoyed the smells when the wind was in the right direction and often envied the employees exiting the Carlings plant with a case of beer under their arms.

Both plants are now closed:

- The Carlings site is now used as a retirement home: "Chartwell Terrance on the Square", high density housing, Brewmeister's Green and public art: The John Labatt Barrley Field sculptures,
- The Seagram's site is repurposed as the Seagram Cultural Heritage Landscape area and residential use: Seagram Lofts.

When we were at Waterloo, rapid transit was Mennonite horses and buggies.

In June 2021, when I was back to our 50th reunion, I was impressed by a nice light rail system that runs between Kitchener and Waterloo (They've done things right!).

The campus has sure grown with new buildings. I damn near missed the Issiah Bowman building, as all those small trees from our era had grown in mature conifers.
I hope this works. Regards, Ray

C. February 18, 2026: Ray's Answers

A. What Would I do Differently?

As a student, I would have visited urban and regional government offices and consulting firms, to get a practical outlook on the issues that Planning was attempting to address.

B. About the Waterloo Planning Profs

I think I earlier outlined what I considered the strength of the UofW faculty that taught us in 1968/70 (e.g., great diverse engaging professors; interesting field trips).

- The curriculum was sound and gave us a background in so many disciplines.
- Note: In my years of employment, I was exposed to Planners from other institutions that didn't seem to have the breadth and detailed background that we had from Waterloo.
- I don't know what the University of Waterloo's Planning Faculty's background or skill set is, or what the curriculum consists of these days.

C. Professors - What they could do.

- Facilitate a wide range of discussion between “experts” and Planning students.
- Involve a variety of guest lecturers: - Planning Directors, Consultants, Land developers, Elected Officials, Economic Development officials,
- Maybe host a round table forum – 3 or 4 times a year,
- Facilitate discussion on issues facing urban and regional planning,
- Discuss “What does the future portend?”
- Discuss what’s the most effective way of addressing present and future issues, and developing problem solving methodologies.

D. Professors: What to Teach or not Teach

Teaching is vital.

I would suggest that the Planning program should teach the following elements (if it doesn’t already):

1. Legal Matters

- The statutory requirements of Official Community Plan, zoning bylaws; subdivision approval (i.e., legal requirements),
- The provincial and federal statutes that impact local planning,
- Provide Municipal law courses in order that Planners avoid legal challenges in preparing planning policies and regulations.

2. Research:

- Emphasize the role of rigorous research and analysis (rather than conjecture),
- Don’t emphasize Google to the students,
- Make students work and think!
- Emphasize the importance of homework and being prepared.

3. Writing skills:

- In our day. we wrote detailed memos, letters and reports in response to issues.
- Slow, deliberate thoughts.
- Responses were equally thoughtful.
- In the current era, this has been replaced by emails.
- Quick turnaround responses, but often way off base in terms of dealing with questions and issues raised in correspondence.
- (Maybe people don’t know how to read these days).
- Teach the importance of communication skills (reading comprehension & writing).

4. Curriculum:

- If the Planning curriculum doesn’t include the following subjects, it should.
- An overview of:
 - Engineering (transportation, civil, urban design);
 - Real Estate Finance (including developer proformas);
 - Environmental Issues (e.g., address climate change; water shortages, storm water management systems, wildfires; Green buildings, green spaces and landscape design)

5. Economic Development is fundamental to the prosperity of Canadian cities towns and regions.

- Many regions have been devastated by the US trade and tariff policies which impact some sectors (e.g., automotive, lumber, aluminum) and their associated negative affects on communities like Oshawa, Brampton, St Thomas.
- BC communities which rely on the forest industry have been hard hit (e.g., Terrace, McKenzie, 100 Mile House, Crofton).
- Planners must become involved in economic development issues and work with senior levels of government to generate alternate solutions and options, to recover or replace the diminished economic base.

6. Housing affordability is the current buzzword.
 - Actually, determine how to lower housing costs and achieve real housing “affordability”.
 - Consider smaller houses, modular construction, low-rise multi-family apts. and mobile homes.
 - Research how housing societies and housing co-ops can play a role in affordable housing.
 - Invite key players as guest lecturers (e.g., Ontario cities with the best affordable housing, municipal affordable housing committees, the Ontario Ministry of Municipal Affairs and Housing [MMAH], CMHC, the Regional Municipality of Waterloo and its cities, CIP, the Urban Development Institute [UDI], small and big developers: Concord Pacific, Westbank Corp, Onni Group, Mattamy Homes, The Daniels Corporation, Brookfield Property Partners, Cadillac Fairview, Oxford Properties Group, Dream Unlimited / Dream Office REIT).
 7. Leadership training:
 - Include organizational skills and project management,
 - Learn how to identify a vision; goals & objectives & prepare effective strategies.
 - Learn to incorporate key team members in decision making.
 - Have a program on organizational behaviour.
 8. Urban Design and Landscape Architecture
 - These are the fundamental skills of developing form and character in the urban setting (including streetscapes, subdivision layouts).
 - Consider teaching the historical context, for example:
 - The Roman era, road layouts, architecture that has stood the test of time,
 - Barcelona, Madrid, Paris,
 - Wide landscaped boulevards,
 - 4/5 storey buildings,
 - What can be learned from 400 - 500-year-old cities that have stood the test of time?
- E. Advice to Planning Students
- You'll have a major role to play in a government or private sector organization.
 - This involves working with a wide range of disciplines.
 - You'll play a leadership role in your organization setting goals objectives and strategies.
 - This will require coordination, cooperation, consultation.
 - Don't be superior or supercilious.
 - If you're working in local government, learn the administrative ropes.
 - The lead staff person is the CAO: develop a good working relationship with the CAO.
 - Ultimately, your recommendations will be approved (or refused) by Council.
 - Learn the political ropes.
 - Learn how to make effective presentations.
 - Cultivate relationships,
 - Practice networking.
 - Always be respectful of the public, particularly if you're a public servant.
 - If you're working as a consultant, many of your clients will be developers.
 - Always try to impress on them the importance of excellence in design and developing attractive form and character, as they are making a major contribution to the municipality's-built form.
 - Know Your Working Context: (e.g., an urban or rural municipality; a regional, provincial, or federal department; a developer; or other [e.g. CMHC]):
 - What role does the Federal or Provincial government play in your organization & jurisdiction.
 - Is your municipality a sea-side community, a mountain community?
 - How does the setting influence the form and character of the town or city?

- Re Managing change and growth:
 - Be aware of population change, demographic shifts, changes in economic development, opportunities for future industrial development, retail services etc., as they affect well - everything - like, housing, transportation, infrastructure services, social services like schools, recreation, health: as planner, your role will be to coordinate and integrate these issues.
 - Always think of the future: what you want to achieve in the long run: set goals: targets
 - Get Advice / Consult
 - Seek advice and input from a wide variety of sources.
 - Ask people pertinent questions (e.g., Why did they do x?).
 - What you do with that advice is up to you, but the more advice that you solicit, the better your options, evaluations and outcome will be in terms of achieving your vision, goals and objectives.
 - I would suggest to get advice from the following sources (there's probably many others: Realtors, Service Clubs, Land Surveyors, Elected Officials, Land Developers, Environmentalists, Consulting Planners, Consulting Engineers, Community Associations).
 - Your job is to develop a vision and define goals and objectives for your organizations.
 - Learn to work cooperatively with your clients and applicants.
 - Be a problem solver: not a problem creator.
 - Consider options and alternatives that create win/win solutions.
 - Common sense can go along way.
 - An Old Quote: "The present order is future disorder": by Louis Antoine de Saint-Just, a leader of the French Revolution: 1767 -1794). Note: Others usually add, "unless the system is properly managed". Keep this in mind!
 - The Importance of Team Work
 - Very much recognize the value of working in teams and be able to do so.
 - In planning, seldom are things done by only one planner.
 - As planning most projects involves coordinating a wide range of social, land use, economic and sustainability interests, you will be required to collaborate in teams with a range of knowledgeable staff.
 - As a Planner, as you may be the captain of the team, it is important that you know how to do it.
 - On other projects, you may coach, or provide advice on a topic or the process.
 - In all roles, the planner's job is to bring out the best in other team members to achieve the desired outcome.
- F. How Can the Community Planning Profession be Improved
- *If you're a Planner working in the local government sector*, learn an appreciation of the development industry, what it is trying to achieve and what their risks are.
 - *If you're a Planner working in the private sector*, learn about municipal plans, policies and regulations, and what each document is trying to achieve: bring forward your highest standards of urban design.
 - Work together in a cooperative and collegial manner.
 - Planners working in areas outside major urban areas should develop Visions, Goals and Objectives suited to their jurisdiction, rather than trying to mimic policies from larger more complex organizations.
 - Community Planning means building communities.
 - Integrate land use planning with social services (e.g., health care, recreation, parks, social services) and the provision of infrastructure (e.g., water, sanitary sewer, storm drainage, transportation, flood protection),
 - Pursue continuing education and leadership training programs (e.g., strategic planning).

(6) Feb. 26, 2026: Jean Monteith, St. Thomas, Ontario says:

Graduated: October 20, 1972: BES: Hon: Urban & Regional Planning
Ray's answers to your questions are spot on.

I immediately went into consulting and was tasked with writing Official Plans and Zoning Bylaws. Fortunately, I convinced our director to hold classes in the board room and teach us the Planning Act, as it was so fundamental to what one could or couldn't do in Ontario when it came to planning.

Waterloo did a great job at teaching me how to research, understand the importance of statistics, and even how to draw a map.

It was very light unfortunately on the legal side, for example:

- the importance of procedure,
- the importance of the OMB,
- municipal authority versus other authority,
- the role of the Province, and
- all the legislation that will both help and hinder.

I am going to save myself some time and say - "*I say what Ray said.*" Jean

(7) Johnny Carline:

What should the Waterloo planning professors teach / do better?

- When I was at Waterloo, I somewhat looked down on the course taught by George Rich about the day to day life and responsibilities of a planner.
- In retrospect, I think it was one of the most valuable courses we had.
- A series of seminars using practising planners would be valuable.

What advice would you give planning students and those who want to be planners?

- Study economics, an area traditionally neglected in planning schools,
- Talk to / listen to practising planners and experienced elected officials, as to their expectations.

How can the community planning profession be improved?

Focus heavily on:

- Economics
- urban design, and
- The Process (public participation etc.)

(8) Barry Smith, April 2026:

What should the Waterloo Planning Professors: do / not do? / teach? / other?

Because I have been removed from the academic scene for decades, I am sure what is being emphasized at planning schools has evolved greatly, but a few thoughts, although these matters may already be in practice.

1. Research:

- In my experience, research was a fundamental underpinning of almost everything I did along with statistical analysis.
- More instruction on research techniques, how to organize and assemble findings and present them most effectively would have been valuable.

2. Short / Long Term Planning:

- When at UofW & UBC, there seemed almost a reference to the "5 year open ended plan".
- I feel that there are many factors that should be viewed in a much longer time frame - 70 to 80 years, the time frame of a human life.
- This can be challenging when dealing with elected officials on 3 or 4-year electoral cycles, but there are many factors that should be viewed from a much longer term perspective.

3. Public Speaking / Presentations:
 - Probably most planning students would benefit from having some exposure to improving public speaking skills and instruction on effective presentations.
4. Land Use Law:
 - During my time at Waterloo and UBC, only a single law course associated with land use was offered.
 - If this is still the case, I feel this should be beefed up.
 - Almost everything planners touch has a legal context / implication.
5. Governance:
 - I would have also appreciated a stronger emphasis on governance - the interplay between national, provincial and local governments and their functions.
 - There could be exposure to other governance models (e.g., what is the process of land use change / planning in Belgium or Denmark compared to Canada?
 - Every planning student should be exposed to a municipal council in action and attend a few public hearings.
 - Perhaps a course could be designed to have planning students 'work' as a sort of assistant to a planner to become better acquainted with a real-life planning project.
 - This was offered at UBC in conjunction with the City of Vancouver and was very insightful into the 'authentic' world of planning.
6. Not God:
 - When at Waterloo, a fellow planning student stated with glee: "Isn't planning wonderful, it lets us play God".
 - Anyone leaving a planning program with this perspective is sadly, very sadly, amiss.
 - The Planning program at UBC was formally called the school of "Community and Regional Planning". While the term 'community', in this context, may have been meant to reference the 'urban' community, I always regarded the concept of 'community' from a much broader perspective and, as such, quite value loaded.
 - I feel planning students should leave a planning program with the perspective of serving the community at large (however that community might be defined).
 - This emphasis on 'community' should be a foundation point of the profession ... with absolutely no hint of being a little 'planning God'.

What advice would you give planning students and those who want to be planners?

- Listen carefully and pay attention to details.
- Having a strong appreciation of the value of democracy will be useful.
- When presenting anything, routinely step back and critically examine what you are presenting, as a means to improvement and to anticipate questions from others who will be critically examining your work.

How can the community planning profession be improved?

- I have no suggestion in terms of 'how', but it would be of value, if the public had an improved understand of the decision-making process and the planner's role in that process.

(9) **David Good: Feb 21, 2026: David Good's Advice (Victoria, BC)**

Education: 1969: Honors BA: Urban & Regional Planning, University of Waterloo

Note: Terry formatted David's letter:

Terry: Thank you for the fine work you are doing in putting all this together.

I am not going to answer the really good questions posed largely because, although I got my honors BA in Urban and Regional Planning from UofW in 1969, I never really worked in urban planning.

Instead; I spent my career in the federal government and also as professor in the School of Public Administration at the University of Victoria.

And now (I'm) enjoying plein air painting.

I did however have a couple of planning experiences that I fondly remember.

- A. Fathom Five National Marine Park, Northern Tip of the Bruce Peninsula, Tobermory, Ont
 In my fourth year as part of a field trip to the Bruce Peninsula, I prepared a policy research paper advocating the establishment of an underwater park off of Tobermory in order to preserve the shipwrecks and aquatic life.
- I was an avid scuba diver and wreck diver at the time.
 - The paper got good publicity in the media, along with meetings I had with politicians and public servants in and around Queens Park.
 - The result - the Province of Ontario did establish an underwater park off Tobermory which was later taken over by the Federal Government and it became Fathom Five National Marine Park.
 - The Lesson: when you are young with lots of enthusiasm and perseverance, it can pay off. A little analysis can go a long way... or at least, contribute to the journey).
- B. District of Kitimat, BC
 1968: My second planning experience was a summer job with the District of Kitimat, a newly planned, single industry (Alcan) town in northern British Columbia.
- After seeing how a town, totally planned according to the theories of Olmstead and the Radburn planning experience of new towns in New Jersey actually worked on the ground in the remote wilds of British Columbia mountains, forests and waterways, I learned an important lesson.
 - The Lesson: There is considerable distance between theory and practice. Both are needed, but they need to work together taking into account the particular environment and context.
- C. A Proposed Extension of Highway 400 from Highway 401 to the Gardiner Expressway.
 My third planning experience was a summer job working for the City of Toronto Planning Board (before I went off to the University of Pennsylvania for an MA in City Planning). The "Neighbourhood Unit" in the Planning Department hired me to work on a proposed extension of Highway 400, from Highway 401, to the Gardiner Expressway. I had done a neighbourhood study of the Beechwood community for my senior honours essay under the skillful, knowledgeable and great professor and planner, Len Gertler. I worked with a transportation engineer and my job at the City Hall was to document the impact that any expressway route would have on the many neighbourhoods and communities in and around the corridor.
 Needless to say, the impact was huge and terrible.
 Talk about killing neighbourhoods.
 Needless to say, the extension was never done.
The Lesson: Every analyst has a client. Know your client. I was glad I was working for the Neighbourhood Unit and not the Transportation Unit in the Planning Department).
- D. Paper Points on Public Sector Governance (Attached)
 Finally, I will leave you with a short piece that I used when I was teaching graduate students who were taking their MPA (Master of Public Administration).
 I used these talking points in introducing new graduate students to my course in Public Sector Governance.
 I think these personal notes may be of some relevance and use to planning students.

Thanks again Terry for all the good work you are doing.

All the very best to colleagues, friends, students, faculty and staff at the planning school.

Regards, David Good, Class of 1969, Urban and Regional, University of Waterloo

- www.davidgoodpainter.com

David Good's Points: PA 504 Public Sector Governance: Context and Approach

Below you will find a number of points that provide a practical guide to the context and approach that will be taken to this course, Public Sector Governance.

Fundamentally, the course is about how government works and how to make it work better.

It's a 'core course' in the MPA (Master of Public Administration) program - it's about the players, principles, processes, and performance both in and around government. We'll move from the centre of government to its periphery and beyond - to the outer edges of the public sector as it links to the private and the voluntary sectors. We'll look at governments from the inside and the outside, from the top and the bottom, and in relation to citizens, taxpayers, interest groups, and other governments.

The approach to learning is: '*understanding that you can actually use*. This implies a deeper learning and understanding to develop knowledge and skills that you can use in government or in dealing with government.

We will use the classroom experience to accelerate your learning - it will be a challenging but a safe learning environment. The problem in government is there is too little time to learn - too little opportunity for reflection (both individually and collectively) on what has been done (or not done) in order to make it better. The urgent often drives out the important.

The problem in academia is the limited opportunities to get inside specific organizations, events, and circumstances and to critically apply conceptual thinking and analytical tools in a manner that is effective in dealing with highly relevant issues in highly particularized contexts.

In this course we do both.
We will combine theory and practice.
We will make it real. We will use real world issues and examples.
When we do analysis it is not done for some professor. It is done for clients facing real problems and looking for realistic answers.

If you want to change things: you need theory, conceptual thinking and insight.
But, you also need practice: that is, understanding why things are the way they are, what specifically can and must be changed, and what difference it will make.

That is why the MPA program and this course are so closely linked to your co-op experience which starts in January.

Integrating your learning and experience in the classroom with your on-the-job learning experience is key to our overall approach to learning.

504 classes are active, not passive.
You will need to be engaged, proactive, responsive, and reflective.
You will need to participate. To do this, you will need to be prepared for class.
In government, getting out in front of the issues is critical. So too is it in this class.

But you are not on your own. Public administration is not a lone-wolf activity. It is a contact sport. You need to learn how to work with and through others in order to accomplish things. That is why in this course you will sometimes work on projects as part of a team. That is also why after you work on problems on your own - preparing analysis, memos, and briefing notes for real clients - you will communicate your analysis and advice to real world decision-makers, by participating in role playing simulations with your fellow students.

You also need to know how and when to stand alone.
What are your principles? What are your values? How do you stand up for what you believe while working in government, when governments have their own priorities, agendas, and interests? Professional integrity, ethical behaviour in government, and strategies for ethical reasoning is a part of the MPA program and an important context for this course.

Public sector governance is also about communication in all its forms (written, oral, graphic, digital). You need to know how to effectively engage and communicate with others be they, public servants, ministers, mayors, interest groups, citizens, or the media (and the list goes on). Throughout the entire program, and especially in this course, great emphasis is placed on clear,

concise, and persuasive communication. Also listening to others, being able to 'read a situation' or to 'read a room' to understand what has really been communicated is a critical & essential skill.

I know academics like to categorize problems, as a way of getting a leg up on solving them. Looking from the outside of government, we say that this is a policy problem, or that's a management problem, it's an economic problem, it's an organizational problem, it's a leadership problem or whatever.

On the basis of my experience in government, dealing with no end of problems, and in academia thinking about problems and how to deal with them, I have concluded that these categorizations are not that useful for dealing with important and urgent issues in government. (That is those faced by prime ministers and premiers, cabinet ministers and senior government officials, mayors, and national aboriginal leaders). Categorizing problems may provide a comfortable cocoon of temporary triumph; but it can inhibit the critical challenge, innovative thinking, and continued recalibration.

Therefore, let me say a word about our approach to problem solving in government which is not only central to this course, but I think also to your entire program.

When it comes to problems facing government, it is invariably about *'the perception of doing something about the problem.'*

All four sets of words are always critical: *'the problem'*, *'the something'*, *'the doing'* and *'the perception'*. Figuring out what the problem really is and defining it in a way that something can actually be done about it is a large and complicated part of the effort.

Enormous judgment is required to determine what *'the certain something'* actually means - how much, how little, what kind, what risk, how innovative, when, at what cost and with what effect and to whom, etc.

'The doing' (and sometimes doing nothing) is key and needs careful calibration and skillful execution.

And finally, *'the perception'* is always critical because, in democracy, people and their perceptions matter and, they matter greatly.

And when things go wrong, 'first impressions can often become lasting impressions.'

Lessons:

Over the years I have learned a number of lessons - call them lessons learned the hard way. Here are couple of lessons to keep in mind:

1. Every intervention causes more problems.
2. In your work, make sure that the problems you solve are bigger than the ones you create.
3. When I was in university (1969), we used to talk about unintended consequences which sometimes flowed from policy actions.
4. Today, in our increasingly interconnected world, there are almost always unintended consequences.
5. Expect them and take steps to deal with them.
6. Make friends on the way up because you will need them on the way down.
7. Your career will go up and it will go down.

Let me say a word or two about The Rule of Law.

As future public servants you will work within a legal framework; your most fundamental job is to *'help ministers (democratically elected governments), under the law and the constitution, to serve the public good'*.

1. You will need to know the principles of constitutional and administrative law, as you do government business and change the way governments operate.
2. Understanding the delegation of authority, exercise of discretion, procedural fairness, and administrative decision-making are all necessary to make government work and to make it work better.
3. You will also need to know how to deal with lawyers in government.

4. Laws (particularly regulations) are an instrument of governance (a way of getting things done), but not the only instrument.
5. There is also spending, taxation, and persuasion.

Public sector governance is fundamental to your other MPA courses.

Not just the ones you are taking this Fall but also in future terms.

For example, this fall you will also be taking:

- Public Sector Economics (509 or 518):
 - You'll need to understand the *economic rationale* for the public sector and you'll get lots of exposure to the application of powerful tools and concepts of economic policy analysis to deal with real world problems.
 - You will be exposed to tools and concepts of supply and demand, elasticities, choice theory, marginal utility, and efficiency and equity to name a few.
 - But you also need to learn how to deal with economists in and around government.
 - Remember: economics is a part of government, but it is not 'the everything' of government.
- Research design (502A):
 - Doing and communicating high quality and relevant research in government (and about government) is fundamental to bringing about change and making a difference in government.
 - When it comes to research, you need to know how to undertake it, how to assess it, how to communicate it, and how to use it in government.
 - For those in government and for those wanting to influence government, analysis and research can and do matter; but not all the time, and not on every issue.
 - With research you need to know how to make 'a little go a long way.'

Linking these courses to this course on Government and Governance should make them more real and more useful, and in so doing, deepen your learning, and hopefully make it all the more enjoyable.

One final point to remember.

- Whatever you do in this class, do not strive for perfection.
- Perfection is the enemy of the good.
- In this class, excellence is good enough.
- In public administration and public policy, simply strive for excellence.
- The price of admission to 504 is to bring your cardboard name plate to each class.
- The sooner we all get to know each other, the better we all do.

(10) Dave Krajaefski Advice To Waterloo

1. How To Be An Expert OMB Witness

As a municipal planner that dealt with planning applications, I found myself unprepared for dealing with appeals of planning decisions to the Ontario Municipal Board (OMB).

I attended 18 OMB Hearings, to give expert planning evidence in the first 9 years of my career at Oshawa.

My courses at Waterloo did not train me how to be an expert planning witness at a Hearing. However, the City's solicitor provided me with the mentoring that I required and I became proficient over time.

2. How To Evaluate Site Plans

Secondly, I found it difficult to critically evaluate site plans.

This is not something that I had studied at Waterloo. I remember Dr. Michael Hugo Brunt visited us from Harvard to present slides on the history of architecture.

However, what I needed was a course that taught the basics of architectural design.

The School of Architecture didn't exist while I was at Waterloo, so that possibility was not available to me.

3. Presentation Skills

Lastly, I found that I needed to improve my presentation skills once I was working in a municipal government environment where public presentations were a weekly job requirement at Council or Committee meetings or in the community.

I took a Dale Carnegie presentation skills course that gave me discipline and experience in organizing a presentation and delivering it.

(11) Jeffrey Pearson's Advice

Part 1: 1965 - 1974: Nostalgia Notes at the University of Waterloo

- 1965 - 1969: Undergraduate Degree:
- 1966 / 67: I got the mumps in my second year: spent 9 days in quarantine at the campus infirmary.
- 1970 - 1974: Masters:
 - Left 1971 without completing my master's thesis; I finished in time.
 - 1974: Master's Degree
- I lived all six years on campus in the Village I residential complex.
- Favourite watering hole: The Blue Moon pub in St. Petersburg [A Google search indicates this pub closed permanently in 2017. It is now a church!].
- Favourite planning courses:
 - Ecology (Prof. Bob Dorney), and
 - Philosophy of the City (Prof. Lawrence Haworth
<https://share.google/8AMQ2sWWXCepWAqe0>).
- Favourite geography courses:
 - Geography 101 (Prof. Ralph Krueger), and
 - 3rd year Geomorphology (Prof. Sandy McLellan).
- Non-academics:
 - Summer 1969: Stage managed the play, "A Taste of Honey,"
 - 1970: Co-produced and wrote some of the script for the 1970 on-campus variety show, F.A.S.S. (Faculty, Administration, Staff and Students).

Part 2: Answers to the Questions

Hi Terry,

I very much appreciate your efforts to connect us with each other and with our 1960s-70s University of Waterloo student days.

I also appreciate your questions about our planning accomplishments, what if anything we would do differently, and what advice we might have on planning education and the planning profession.

Re Planning: Somewhat like my year '69 classmate, David Good, much of my career has not been in planning, rather in local government research (1993-2015).

- 1971 - 1977 (6 years): The planning part of my career was in local and regional municipalities, a provincial government department and a consulting firm in Ontario,
- 1977 - 1993 (16 years): Planning Branch in Alberta Municipal Affairs (Edmonton).

Therefore, I don't have much to say in response to your questions about advice to planning students and how the community planning profession could be improved.

Advice For Those Considering Planning:

I do have a piece of advice for those considering whether or not to become planners.

My advice: - Go For It!

Follow your planning-related interests and curiosities. You may or may not end up in a planning job, or you may not be in a planning job for your whole career, but regardless, no matter the type of work you find yourself in, your planning education will have provided you with a good foundation in, among other things, general knowledge, thinking and organizational skills, and theory and applications.

Ideas For the University of Waterloo Planning Professors

Aspects of planning education that come to mind are:

- learn the theoretical, philosophical and historical background of planning in Canada,

- start with Thomas Adams (1871- 1940): a prominent Scottish-born town planner and architect who pioneered urban planning in Canada and the UK, the first town planning adviser to Canada's Commission of Conservation (1914–1921); after the 1917 Halifax explosion, he drafted the Halifax relief plan and in 1919, founded the Town Planning Institute of Canada.
- learn how to be practical and practice (e.g., via case studies), and
- learn graphics and how to present (I remember trying to learn how to print and write like an urban designer or architect, but with limited success), and
- learn the technical / technological aspects of planning.

As planning students in the 1960s, we used mainframe computers and punch cards.

In 1984, I organized an Alberta planning conference session on microcomputers in planning.

- We have come a long way since then.
- Now the topics du jour would likely include Artificial Intelligence and its impacts on planning education and practice.

Differences Between Education and Training:

The practical / practice topic brings to mind the differences between education and training, where education is primarily the purview of the university and training primarily the purview of the planning job / employer.

It also brings to mind ways of delivering education and practical skills via apprenticeships, internships, mentorships, job shadowings and co-op job placements: any arrangement that helps student planners become competent planning practitioners.

The socio-economic-political environment:

An additional aspect of planning education is the socio-economic-political environment (e.g., learning about conflicts that can arise between planning staff and city council, and between city council and neighbourhoods and special interest groups): Learn how to address them.

Relationships with Allied Professions

Another aspect of planning education is relationships with allied professions.

How can planners relate and collaborate effectively with urban designers, architects, engineers, surveyors, lawyers, land developers, builders, environmentalists/ecologists, etc.?

Could relationships with planning/planner allies be explored more fully in planning education?

Politics

Yet another aspect is the political: from capital "P" politics (politicians) to small "p" politics (e.g., community / neighbourhood politics, office politics).

Two examples of the political in my planning career:

- (1) One of my employers, a municipal planning department, had an executive director who reviewed all planning advice and recommendations with the Mayor first, and once the Mayor's approval had been obtained, would carry the recommendations forward to council as a whole.

No recommendation ever went directly from the planning department to council, which meant that many of the staff ideas and proposals never saw the light of day.

Consequently, there was a lot of senior staff turnover.

- (2) In 1993-94, the Ralph Klein government in Alberta, eliminated my employer, the Provincial Planning Branch, thereby discontinuing the provincial delivery of municipal planning services to local governments in northeastern Alberta.

At the same time, the Klein government disbanded the nine regional planning commissions, eliminating provincially funded planning services to municipalities in the rest of the Province. This political act marked the end of my stint as a planner in the Alberta government, and the beginning of my work as a local government researcher.

Learn About Different Organizational Planning Contexts

What about exploring the organizational contexts in which planners work, such as: government (urban-regional municipalities, provincial/territorial governments, the federal government), private sector (consulting firms, developers-builders), non-profits (e.g., Edmonton Social Planning Council), educational institutions (e.g., working for a school board, or teaching at a university planning school), First Nations, other countries and international organizations, such as the United Nations?

Could a list be compiled of the various planning and non-planning jobs, including summer jobs, that planning graduates have had during their careers?

Also, what about a list of their hobbies and other non-job-related pursuits?

Further, what about a list of what grads are doing in retirement?

These lists would likely make interesting reading for both peers and current and future planning students.

Nature Related Topics

Other topics that could be considered for the education and training of planners are:

- Trends: Planning and emerging trends: the importance of keeping up-to-date on what is emerging and what is likely to emerge in the future.
- Scenario Planning: Learning different approaches to scenario planning.
- Planning, conflict management and dispute resolution (mediation and other alternative dispute resolution techniques).
- Ian McHarg: Planning with nature (e.g., applying the Ian McHarg approach to planning and design: the McHarg Center - <https://share.google/oYGRfUTmniLnuh05V>.)
- Climate Change: Planning by considering climate change (e.g., planning for and preventing wildfires in Canada, such as the one that occurred in 2024 in Jasper, Alberta, which destroyed one-third of the houses and many commercial buildings in town).
- Polycrisis: Planning and the polycrisis, which includes climate change.
Note Vancouver Island's Cascade Institute's piece on this at:
Polycrisis - Cascade Institute <https://share.google/Ec1RPyTpRspwCw4i>.
- Hostility: Planning in an increasingly hostile world, where the post-WWII rules-based order is being replaced with more "Free-for-All" and "Might-is-Right" national realignments.
- Survival: Planning for survival, national security and defense, including planning in the Arctic.
- Systems Theory: Planning and systems theory and applications (e.g., planning with ecosystems. Note systems articles at these links:
 - [What is Systems Thinking? A Beginner's Guide to Mindsets, Tools, and Examples](#); and
 - [Transformation and Systems Change: A Primer](#)
- Antifragility: Planning and complexity, resilience, robustness and antifragility (the latter term created by the author, Nassim Nicholas Taleb, in his book, "Antifragile: Things That Gain From Disorder." It refers to how nature recovers from disasters. Unlike resilience and robustness, which imply recovering then returning to the status quo, antifragility refers to a system's learning from the disaster to make improvements and recover to a state that is better than the one that existed before [Note link to "10 Principles to Live an Antifragile Life" at:
 - <https://fs.blog/an-antifragile-way-of-life/>.]
 - Also, some interesting antifragility ideas emerge by Googling the topic: "how to apply antifragility to urban and regional planning".
- Reconciliation: Planning & reconciliation with First Nations peoples, both on & off reserve.
- Homelessness: Planning and homelessness (houselessness).
- Health Threats: Planning and urban-rural threats to health, safety and security (planning and design, as they relate to preventing or reducing urban-rural violence and crime).
- Compensation and Benefit: A specific interest I have is how the old British concept of "Compensation and Betterment" could be applied to Canadian land planning and development.

- I live in an older neighbourhood in Edmonton which is under intense pressure to replace single-family bungalows with multi-storey buildings.
- Each time a new multi-storey building is constructed, its height and mass block sunlight from adjacent properties, thereby reducing or eliminating direct sun exposure for neighbouring solar panels and outdoor gardens.
- There is no compensation provided for this blockage.
- There is also no zoning or other bylaw protection for solar access.
- Could some form of "compensation and betterment" be introduced and applied successfully in a Canadian municipality such as Edmonton?
- What cross-over skills exist in different types of planning: urban and regional planning, strategic planning, organizational planning, operational planning, etc.?
- Could these skills be taught to planning students?
- Visioning: From BIG to little plans and visioning: teach about how to do visioning exercises in planning work, plus how to develop "plans that move people" (move people emotionally).
- Note Daniel Burnham's call for making no little plans:
<https://share.google/JqoRdVGrtQf3N7C3V>.

Improving The Planner's Image

Finally, could the popular culture image of the urban and regional planner be modernized or updated?

What do planner-parents need to do when presenting at an elementary school's "bring a parent to school" day, to make their profession as interesting to the students as a doctor-parent can do about her work in the ER?

Planners on TV:

- And why are there no TV / streaming shows about planners?
- Could planning work and planners ever be portrayed on TV or in film in a way that is as "sexy" as the work of a police officer, lawyer or doctor?
- Would Nathan Fillion or Ryan Reynolds ever consider playing the role of a planner?

Terry Crowe added the following:

1997: The Seinfeld TV Episode:

On February 6, 1997: "*The Van Buren Boys*": the 148th episode Seinfeld aired:

George interviews candidates for The Susan Ross Foundation's scholarship.

He dismisses several well-qualified candidates, instead favoring an underachiever named Steven because he wants to be an architect. George envisions Steven as fulfilling his own dreams. However, emboldened by getting the scholarship, Steven raises his aspirations from architect to city planner. George responds by taking the scholarship away from Steven. Embittered by George's betrayal, Steven joins the Van Buren boys, who pressure George to give the scholarship back.

(12) **Gord Grant, Calgary:** Answers to the Questions

As the Questions evolved, here are all 11 again:

- (1) What are your contact details (e.g., address, phone number and email)?
 - In Calgary 3003 17th ST SW, Calgary AB T2T4N7
 - Phone: 1 (403) 370.1908
 - Email: gordongrant88@gmail.com
- (2) Got any photos: (a) before? (b) now?, or (c) both? None
- (3) When did you graduate?
 - 1971: Waterloo: Planning/Eng,
 - 1978: University of Edinburgh: M Arch
 - 1987: University of Calgary: M Eng.
- (4) What was your thesis about?
 - Waterloo Federal environmental legislation,
 - Edinburgh Design portfolio, and
 - Calgary: a 2 year course study.
- (5) What are your hobbies and volunteer activities?
 - Photography, Managing real estate, Property renovation,
 - History and coin collecting,

- Condo Board President and
 - 3 years traveling through Asia, Russia and south Pacific.
- (6) What is your job sequence?
- 1971 Department of Environment,
 - 1972 City of Edmonton (worked on 1978 Commonwealth Games),
 - Civilian Engineer in Vietnam, traveling in Asia,
 - Planner, City of Calgary
 - 1975 -1978 Saanich Planner
 - 1978 - 2009 ran my own companies: computer rental and training, in Calgary
 - 2009 - 2026 managing my rental properties in Alberta, BC and Phoenix.
- (7) What are your top successes to improve the human condition and Planet?
- I tell business owners to: never give up, tenacity equals eventual success, always give 110% and live life to the maximum.
- (8) What would you do differently? Not sure?
- (9) What should the Waterloo planning professors: teach? / do better?
- A better understanding of the essential role of the private sector.
- (10) What advice would you give planning students and those who want to be planners?
- (11) How can the community planning profession be improved?
- Understand the functioning of the economy and how to be a functioning part of making it work better for all or our hard working citizens.
 - Canada's sovereignty depends upon a new vision and energy.

(13) Barry Smith

What should the Waterloo Planning Professors: do / not do? teach / teach? other?

Because I have been removed from the academic scene for decades, I am sure what is being emphasized at planning schools has evolved greatly - but a few thoughts, although these matters may already be in practice.

More Research:

In my experience, research was a fundamental under-pinning of almost everything I did along with statistical analysis.

More instruction on:

- research techniques,
- how to organize and assemble findings and present them most effectively would have been valuable,
- along with how to "ask the numbers questions".

Short and Much Longer Term Plan Perspectives

When at both UofW and UBC, there seemed almost a reference to the "5 year open ended plan".

- I feel there are many factors that should be viewed in a much longer time frame - 70 to 80 years, the time frame of a human life.
- I know this can be challenging when dealing with elected officials on 3 or 4 year electoral cycles, but there are many factors that should be viewed from both a short and much longer term perspective.

Public Speaking and Presentations

Probably most planning students would benefit from having some exposure to improving public speaking skills and instruction on effective presentations.

Beef Up The Law Course

During my time at Waterloo and UBC, a single law course associated with land use was on offer. If this is still the case, I feel this should be beefed up.

Almost everything planners touch has a legal context / implication.

Governance

I would have also appreciated a strong emphasis on governance - the interplay between national, provincial and local governments and their functions.

- There could be exposure to other governance models: what is the process of land use change / planning in Belgium or Denmark compared to Canada?
- Every planning student should be exposed to a municipal council in action and attend a few public hearings. Perhaps a course could be designed to have planning students 'work' as a sort of assistant to a planner to become better acquainted with a real-life planning project.

Not God

When at Waterloo, a fellow planning student stated with glee: Isn't planning wonderful, it lets us play God".

- Anyone leaving a planning programme with this perspective is sadly, very sadly amiss.
- UBC's Planning Program was formally called the School of "Community & Regional Planning".
- While the term 'community', in this context, may have been meant to reference the 'urban' community, I always regarded the concept of 'community' from a much broader perspective and as such quite value loaded.
- I feel planning students should leave a planning program with the perspective of serving the community at large (however that community might be defined).
- This emphasis on community should be a foundation point of the profession ... with absolutely no hint of being a little planning God.

(14) **Dave Witty**

1969: BA Honours Geography, University of Waterloo

May 24, 1973: MA Regional Planning and Resource Development, University of Waterloo

What should the Waterloo planning professors teach / do better?

I do not have enough information on the programme, but I do know most planning schools could do a better job of integrating design into planning programmes.

What advice would you give planning students and those who want to be planners?

In 2020, at the Planning Institute of British Columbia's (PIBC), World Town Planning Day and the same day that I became a Life Member in PIBC, I offered the following advice:

1. Be open to the possibilities: there will be opportunities that emerge in practice and in the profession. My instinct was to say 'yes' and in doing so, my career involved a wide variety of incredible projects, volunteering, experiences and cultures.
2. Begin at the beginning and never assume anything: I have tried to always begin each new 'adventure' with those two considerations.
3. Never stop learning: from clients, peers, communities.
4. Constantly challenge yourself: Much of my enjoyment of our profession relates to my move between areas of practice and push to learn more - from park planning, to community planning, to First Nation negotiations, to urban design.
5. Each project is an important project: I had the privilege of calling one of Canada's most prominent landscape architects, Garry Hilderman, my professional partner and friend. Garry taught me to always approach each project, no matter its scale, as the most important project I had ever worked on.
6. Observe, observe, and observe; read, read, read some more; and listen carefully (I call it the art of listening).
7. Never stop asking questions.
8. Remain professional and retain objectivity: honour the importance of being respectful and accountable for words and actions of yourself and others.
9. Recognise that theory informs practice and but more importantly practice informs theory.
 - Our profession is rich in theories, but our reality is that our practice must inform theory.
 - At the end of the day, I am a practitioner first.
10. Give back by being active in our profession and your communities.

How can the community planning profession be improved?

- By staying open to change,
- By recognising that planners need to advocate for change and that change is inevitable, so it is better to be advocates for it rather than appearing to resist it.

(15) **Terry Crowe, Richmond, BC: Ideas to Improve Waterloo's Planning Culture and Programs**

Terry Crowe, 46 Years Experience at Provincial, Regional and City Levels

1972: BES Honours Urban and Regional Planning

Also trained in strategic planning and community economic development

The following suggestions are based on actual experience: hopefully they will be useful.

(1) What About Our CIP Definition of "Planning?"

While we're at it, what about our definition of "planning?"

I find it wanting: as it's too academic and vague.

1st Rule: If you can't define, you can't manage it.

2nd Rule: One definition of a definition (stay with me on this) is that it should: address only one thing, be descriptive, clear, precise, complete, not include examples, not be unambiguous; be anchoring and be testable: (Source: Writing Good Definitions Comes Down to One Basic Rule, A definition is a decision mechanism that distinguishes some elements of the universe from others. By Bertrand Meyer Dec 10, 2025)

For Reference - The CIP Definition of "Planning" is:

Planning is the *"scientific, aesthetic, and orderly disposition of land, resources, facilities, and services with a view to securing physical, economic, and social efficiency, and the health and well-being of urban and rural communities."*

The Origin of CIP's Definition of "Community Planning"

In 1989, Glen Tonnock and Dave Witty wrote it (with advice from Len Gertler).

Initially, when asked, what "planning" is, some planners may try to quote the CIP definition, but can't remember it and find that it requires more explaining, for example:

- What's the core thing involved?
- What do scientific, aesthetic, disposition, orderly and efficiency mean?
- How does one secure things?

Now, after 46 years of provincial, regional and City planning and economic development experience across Canada, when asked what "planning" is, I say:

"Planning is:

- *the management of change,*
- *by coordinating interests,*
- *to achieve a common vision."*

I have found this core definition of planning far more useful because I think that it:

1. quickly conveys the essence of what "planning" is and does,
2. can be used in all circumstances, and
3. people usually get it right away.

Sidebar: Of course, there's only one true test of any definition which is:

1. When your Mother asks: "What do you do?,"
2. When you tell her, she gets it and remembers it,
3. Sufficiently so, that when she in turn, proudly tells her friends,
4. They get it too.

Effective Examples of this Definition of Planning:

- (1) Building a regional consensus to accept the Metro Vancouver's 2040s, Regional Growth Strategy Shaping Our Future in 2011

A good example of how this alternate definition of "planning" can successfully work, was in early 2010 when Metro Vancouver was preparing its new regional plan: *Metro Vancouver 2040: Shaping Our Future*, to replace its 1996 Livable Region Strategic Plan.

To adopt the new Regional Plan, 22 municipalities and the Tsawwassen First Nation had to agree to it by a Full 100% Consensus, not by a less rigorous 51% majority vote.

When all the 23 local planning directors began reviewing the first Regional Plan draft, there was grumbling because some didn't see their municipalities' interests being met, and local interests and autonomy were not about to be easily given up, to regional interests and authority. As well, there was some talk over in Victoria that, if a Regional Plan didn't get approved, Metro Vancouver (MV) regional planning might be terminated.

To solve these problems, Christina DeMarco, Manager, Regional Development, Metro Vancouver wisely and creatively proposed that all 23 planning directors meet every Friday in July, all day, put page 1 up on the screen and jointly discuss and edit each policy on it, until everyone's local and regional interests were clearly identified, addressed, coordinated and satisfied: then page 2: then page 80: until it was all done.

The planners' collaboration, resulted a Regional Growth Strategy Implementation Framework formula by which municipal and regional interests would be managed and co-ordinated, as follows:

- the more it was agreed that an issue was regionally significant, the higher the degree of regional MV Board involvement in decisions (e.g., preserving farm land),
- conversely, the less that it was agreed that an issue was regionally significant, the less MV Board involvement (e.g., a rezoning consistent with a local OCP).

The new Regional Plan got approved, as:

- local and regional interests were identified and co-ordinated,
- to achieve a common vision, and
- the new Regional Plan enable them all to effectively manage change.

- (2) Failed Provincial Attempt in the 1970s to Prepare Regional Plans in Nova Scotia
In the mid-1970s, the Nova Scotia Department of Municipal Affairs proposed to establish regional plans across the Province.

At the time, some municipalities had their own planners, plans, zoning and district planning commissions.

When some municipal planners asked the Municipal Affairs staff what their definition of "regional planning" was, they weren't clear.

Again, if you can't define it, you can't manage it.

When some municipal planners suggested that, in the then Nova Scotia context, *"regional planning" was the articulation of the Provincial Government's (e.g., departments, Crowns) interests in a region*, Municipal Affairs didn't agree.

There was no other viable approach to regional planning at that time because, as the municipalities and district planning commissions were articulating and coordinating their local planning interests and the federal government was looking after its senior interests, if the Province was going to prepare regional plans, each relevant provincial department and crown would have to articulate and coordinate its interests in each region.

Regional planning never happened in Nova Scotia in the mid-1970s because, the Province at the time was still a remnant of the British Empire, with a quite viable "Old Boy's Club" where old boys, families, traditions, money, institutions and top down control decided that would happen.

In this context, the traditionally very influential and powerful NS Departments of Lands and Forests, Mines, Public Works, Fisheries and Highways, were not in any way about to articulate their interests and have them publicly revealed and scrutinized, as their control might be jeopardized: plus, they hadn't yet even embraced public participation.

For example, in 1973, when the Annapolis County District Planning Commission elected officials asked the NS Minister of the Department of Highways for just a map of its planned Highway 101 route through the Annapolis Valley, he denied their request: (e.g., If you give them a map, then the next thing you know, they'll want to talk about it: and where will it all end?).

That response, triggered a five year fight.

The Annapolis County residents' wins included:

- getting half of the 101 alignment off the agricultural Valley, up onto South Mountain,
 - keeping it from splitting the historic Town of Annapolis Royal in two by having it routed to the south,
 - Having Highways adopt the NS College of Art and Design's, McHarg based highway overlay mapping technique, and
 - having the Director of Planning for Highways say that they had been taught a lesson and, going forward, they would incorporate public participation into their operations.
- Those regional plans never occurred.

Summary: I suggest that more discussions about the definition of planning would be useful.

- (2) We are a Learning Society
As Waterloo Planners were educated to go forth, give advice and improve the human condition and environment, some appreciated author Amitai Etzioni's 1968 book: "The Active Society: A Theory of Societal and Political Processes," which proposed that modern societies can and should actively shape their own destinies, rather than passively accepting fate. He advocated for democratic, "authentic" self-governance, combining consensus and responsive, guided social change (Wiki).
- (3) We're All Crew
1965: "There are no passengers on spaceship Earth. We are all crew." Marshall McLuhan.
- (4) Our Municipalities are Planning Classrooms
One useful concept is that, if we're all affected by change, we all might want to learn how to manage it and in this context:
 - the municipality is a Planning classroom,
 - the textbooks are the Planning studies, reports and plans that we prepare, from which we learn together, like self-help and on the job training in real time, and
 - in this way, Planning helps a community educate themselves and better manage their changes and affairs.
- (5) Social Issues Are More Polarizing
Social issues (e.g., casino, slots, gambling, locating homeless shelters, transition houses, group homes) are usually more polarizing than land use issues because they affect people's notions of right, wrong, beliefs, religion, culture and safety.
- (6) Involve Children and Youth in Municipal Climate Change Planning
Today, 1.8 billion people around the world are under the age of 25, yet City Planning rarely reflects their lived realities or future needs.
Children's bodies and minds are uniquely vulnerable to the impacts of climate change such as, pollution, deadly diseases and extreme weather.

For children this means increases in heat-related illnesses, childhood diseases and mental health problems, disrupted education and malnutrition.

Cities that are planned with and for young people are not only more inclusive; they are more resilient, safer, and future-oriented.

In this sense, building child- and youth-friendly cities is itself a climate adaptation strategy. It ensures that the generations who will face the brunt of climate impacts are not only protected but also actively engaged in shaping more sustainable urban futures. (Source:

ICLEI: Local Governments for Sustainability is a global network working with more than 2500 local and regional governments committed to sustainable urban development).



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(7) Study The 1944 Curtis Report - The DNA of Canadian Community Planning

I suggest that the 1944 Curtis Report (the DNA of community planning in Canada) should at least be a reference book for Planning 101.

(8) The First Things to do When Changing Provinces

- Read their Planning Act.
- Read the organization's Strategic Plan.

(9) When Working with Lawyers

Lawyers are to find legal solutions, to enable Planners to implement innovative solutions. A lawyer's main role is not only to tell planners what they can't legally do.

Lawyers are to find legal solutions, to enable Planners to implement innovative solutions.

For example, in the 1970s, Waterloo Grads Ted Cymbaly and Terry Crowe argued with some success with the Nova Scotia Municipal Affairs lawyer, Fran Robertson (Robert Stanfield's niece), to get more discretionary power in municipal zoning bylaws.

In Nova Scotia, after a municipal council adopts a Plan or Zoning Bylaw, the Province then reviews it in two ways before approving it:

- Provincial planners review it for conformity with Provincial planning policies, and
- Provincial lawyers review it, so that the Queen won't get sued.

In Richmond, BC to address both excessive taxation in the newly densified City Centre and to replace no longer wanted contract zoning, the City Council, lawyers, planners and finance managers successfully requested the BC government to pass special legislation to address both issues.

(10) Get Trained on How to Advise Decision Makers (e.g., municipal councils, private boards)

Looking back, I don't recall much emphasis on how to effectively advise Council and work in a municipal government: which is where, for many planners, the action is. I'm taking about first hand exposure while in University: I never talked with a Mayor or sat in a council chambers until, I was employed in Nova Scotia (more about that later).

To avoid this:

- Attend and analyze Planning Committee, Council and Public Hearing meetings,
- Ask planning directors to explain what and how they and advise Council,
- In detail, analyze municipal planning reports (e.g., a new policy, a rezoning),
- Talk to a Council, Regional Planning Board, a Consultant, about what they think their role is, why they do it, their challenges, what they expect planners to do, their best and worst planning experiences, and
- Become at ease and good at presenting at these meetings.

(11)Talk with a City Councillor

- One is Guelph Councillor Ken Yee Chew - South Guelph Ward 6,
- He's also a Planner and Landscape Architect,
- He has agreed to talk to students,
- Email: Ken.Chew@guelph.ca
- Cell: 1 (226) 332.5406:
- Education: University of Guelph, Ontario Agricultural College,
 - 2022 - 2024: Master of Science (MSc), Rural Planning & Development,
 - 2015 - 2019: Bachelor of Landscape Architecture (BLA),
 - Certificate in Public Policy Administration,
- There's likely other councillors out there willing to meet and discuss planning.

(12)Know How To Present To Council, Planning Committee and at Public Hearings

- Know and practice the different protocols and procedures at each type of meeting (e. g., at Council everything first goes through the Mayor including whether or not, you get to answer a Councillor's or a resident's question).
- Keep everything you say very short and succinct (e.g., It's: Yes, No, I'll find out, or a short explanation).
- The higher up in the organization, the quieter the conversation.
- If necessary, before meeting, brief Councillors in person, or by memo or email.

(13)Get Trained on How To Talk to the Media

- Each organization, has a media protocol.
- If the media calls you, usually you are to pass it on to the Director of Communications.
- Often the Mayor and politicians take the good news stories: staff the bad ones.
- Take a course and practice.
- Observe TV interviews.

(14)Know How To Write Reports to Council (RTC)

Each municipality has a different writing style: usually managed by the Clerk's Office:

- Learn it,
- Know how to write and edit,
- 8 Edits: A simple letter can require 8 edits before it is good enough to be sent.
- A smart professional Planner will ask someone to review what they've written.
- It is useful to begin letters with: "The purpose of this letter is to...": because it forces you to be clear and saves the reader time figuring out what you want.

(15)Know How To Get Your Planning Report from Your Desk To the Planning Committee

Learn the process to get your planning report, first to the Planning Committee, then to Council and then to the Public Hearing, as the case may be:

- Every municipality has a report finalization process: learn it,
- For example, after you have written a report....
 - For concurrence, it goes to other affected departments including Law, particularly if it includes a legal policy or bylaw (e.g., a regional plan, OCP, zoning amendment);
 - Pay attention to the timing of your reports, particularly, if the subject matter has clock in it (e.g., a 120 day regional drop dead response date) and ensure that it is met,
 - Then, it goes to your boss who may request changes,
 - Then, to Clerk's to ensure municipal administrative and wording conformity,
 - Then, there may be an objective Senior Managers Review Committee which ensures that all municipal strategic and political matters are addressed,
 - Then, it goes to the CAO for sign off who may require last minute changes for which you'll need to be there to make, even if it's after 5pm on Friday,
 - Then, the approved signed-off report goes back to Clerks,
 - Then, Clerks takes it to the Production Centre where your report along with all the other Council reports are put into a Council Agenda package, printed, put in binders for the Councillors who want binders, and scanned and put on the municipality's website

- Only after, the courier leaves the municipal building to deliver the binders to the Councillors, does the Production Centre hit the button to enable everything to go live on the municipal website.
- This process, enables residents to read reports before the Monday Council meeting.

(16)Before The Planning Committee / Council Meeting

- Sometimes, before a council meeting, because a report is so large and complex (e.g., a new OCP) there may be a Council workshop to familiarize them with the proposal.
- Some municipalities frown on this practice, for fear of appearing to pre-decide everything, but for large complex reports, it can work well because there can still be public meetings and scrutiny before a final decision.
- Sometimes, you may be asked to brief the Mayor in person or Council by memo.

(17)At The Planning Committee / Council Meeting

- In some cases, if Council has already been briefed before a Council meeting, at the start of your report presentation, if the Mayor asks you, if you have anything more to add, your answer is "No".
- At meeting, you will likely be the main presenter and other department staff assist.

(18)Minute Taking

- Experienced Municipal Clerks will tell you that the purpose of the minutes is to record what was decided: not everything that was said, or your view of what a speaker intended (Thanks to Richard McKenna, past City Clerk, Richmond, BC).
- Each municipality will have a protocol: know it.
- Sometimes, after a Planning Committee meeting, the Clerk will ask the Planner to review the draft minutes for accuracy, as some topics are complicated.

(19)When Speaking To Authority

- The more important the person (e.g., Minister, Mayor) the quieter the conversation.
- Speak when spoken to.
- It's "Yes", "No", "I don't know but will find out," or a succinct explanation.

(20)About Public Presentations

- Rule # 1 - Get to the Q and A - ASAP because:
 - they came for answers to their questions,
 - not Show and Tell.
- Rule # 2 - Keep any PowerPoint Presentation to less than say 5 slides: not 55:
- Rule # 3 - At the start, tell them what time that they'll be out of there – and stick to it.

(21)About Answering The Publics' Questions at Public Meetings

- It's Ok to say, "*I don't know, but I'll find out.*"
- Be prepared and answer every question.
- If there are several public meetings on a topic, at the next one, tell the public your response to every one of their previous questions.
- If a request can be done, say so.
- If a request needs more study, say so.
- If a request can't be done, give the reasons.
- The public will feel heard and respect you for it.

(22)Take Photos!

- I never took enough.
- At public meetings and in the office, take photos of presenters, colleagues, the public and yourself.
- They can be used to illustrate annual and project reports: they can convey much.
- They can also be used to prove to your kids, spouse, parents and colleagues that you actually do something when you're not around.

(23) An Example of Planner 1, 2, 3 Roles

- A Planner 1 can prepare quality information,
- A Planner 2 can:
 - prepare quality information, and
 - analyze several options with their pros and cons,
- A Planner 3 can:
 - prepare quality information, and
 - analyze several options with the pros and cons, and
 - recommend an option - and justify it.

It takes time and maturity to go, from Planner 1 to Planner 3.

(24) What Planning Manager's Do:

- Think of tending a garden - or herding cats.
- At some point, you may think about managing a Planning Department.
- I've only ever met one Planner who said that they always wanted to do it.
- Some senior Planners get asked to do it when they don't know how or want to.
- In addition to getting Planning product out the door, there's a lot more administration including managing: budgets, resolving staff complaints, setting department objectives, inter-department meetings, more night and weekend work, editing reports, giving and getting concurrences, meeting changing deadlines and doing performance evaluations,
- Of all these, managing people is the hardest.

(25) Learn How Private Development Can Help Finance Community Amenities

See Item 2 the Hamilton Area Plan Update, Richmond, BC Report.

https://citycouncil.richmond.ca/agendafiles/Open_Planning_2-4-2014.pdf

(26) A Planning Process To Adopt A New OCP:

As it is important to know how to successfully manage and deliver a long term project like preparing a 3 year new Official Community Plan (OCP), learn how by:

- A. Meeting with planners who have done it to learn their Dos and Don'ts
- B. Reading actual successful OCP Reports to Council (RTC)
- C. Objectives to Consider:
 1. When preparing an OCP what you want to achieve is:
 - Ideally a consensus among everybody: the public and Council.
 - Council becoming so knowledgeable and accepting due to the evolving sequence of study findings, policy recommendations and briefings, that they can recite them in their sleep, are happy and want to begin implementing the new OCP right away.
 2. Success at the final Public Hearing is:
 - 1st Best Result: No one shows up to complain: How might you achieve it?
 - 2nd Best: A few complaints and Council defends the OCP, not you.
 - 3rd Best: Someone complains: each side is explained: Council decides.
 3. The last thing that you want at a Public Hearing is for:
 - Council not to agree with the proposed OCP,
 - the public / developers to say that you didn't listen, or they weren't adequately consulted, or
 - the OCP to be sent back for more work.
- D. Review Actual Completed Detailed OCP Preparation Work Programs.

(27) A Comment on Why We Haven't Yet Solved The Drug, Homelessness and Housing Crises

- A. We don't care enough
- B. Because of A, we haven't applied the right sequential model and steps, and fully committed the necessary resources to each step.
- C. Instead, we currently revive Bob 9 times and send him on his way - (he'll be back).

- D. Specifically, we need to establish a step by step model and process to get Bob and Betty out of the ditch and on their way to health and success, and then properly fund it.
- E. For example, many years ago, when we decided to educate our kids, we established a whole educational culture to do it involving:
 - Establishing all the necessary Grades 1, 2, 3, etc, with no gaps,
 - Building kindergartens; elementary & high schools, institutes, universities,
 - Establishing supportive teachers colleges, teachers unions, school boards, curriculum advisors, mental & physical disability tests, teacher's aids and programs.
- F. Similarly, we created cultures for health care; police, paramedics and fire fighting.
- G. We haven't yet established similar parallel drug, homelessness prevention and treatment, and affordable housing cultures, at the required scale like we've done for these other social needs.

(29) The Big Importance of Chronologies at Appeal Boards and Tribunal Hearing

When, presenting at a planning appeal board, or to a human rights tribunal, always prepare a detailed chronology because what you want is:

- (1) the exact facts and sequence of events - because it will reveal,
- (2) the pattern of behaviour, which is what you really want.

(29) If You Lose Your Job (e.g., downsizing)

Go straight to a labour lawyer and your financial planner.

(30) Public Interests: Know Them

Planning involves co-ordinating many kinds of Interests: here's a few:

WHO	EXAMPLES of The PUBLIC INTERESTS
FEDERAL	1 As A Corporate Entity - As a land and building owner: DND, DFO, Crown lands, offices 2 As a Custodian of The Public Interest, Safety & Service Provider - RCMP, Immigration, airports, ports, infrastructure, CMHC, housing
PROVINCIAL	1 As A Corporate Entity - As a land and building owner (e.g., Dept offices, parks) 2 As a Custodian of The Public Interest, Safety & Service Provider - Police, ambulance, hospitals, planning, infrastructure, affordable housing
REGIONAL	As A Corporate Entity - As a land and building owner (e.g., housing, parks) As a Custodian of The Public Interest, Safety & Service Provider - Regional plan, transit: water, sanitary & drainage services; housing; parks
MUNICIPAL	1 As A Corporate Entity - As a building and land owner (e.g. community centres, parks, road ROWs) 2 As a Custodian of The Public Interest, Safety & Service Provider - Police, fire, roads, infrastructure, community planning, flood protection, urban design, heritage conservation, public art
ADJACENT MUNICIPALITIES	1 As A Corporate Entity - As a land and building owner - see above 2 As a Custodian of The Public Interest, Safety & Service Provider - Same as above
Developer	Getting their proposals approved, quickly with minimal extra amenities
Community Groups	- Being heard - Getting their interests taken into account

(31) Example: Planning Manager Time Allocation

- A Planning Manager's time might be spend as shown below.
- A Social Planner would have many more Advisory Committee Support hours.
- A Rezoning Planner would have many more Development Application hours.

An Example: A General Planner Manager's Time Allocation										
CORE SERVICES										
% Time	EXTERNAL						INTERNAL			
	1 Legal Plans	2 Policy	3 Dev Apps	4 Advisory Committee Support	5 Data Research	6 Customer Service	7 Strategic Planning	8 Human Resources	9 Budget	10 Dept. Operations
100%										
75%										
50%										
25%										
20%		20%	20%							
15%										
10%				10%	10%	10%	10%			
5%	5%							5%	5%	%
0%										

(32) The Planning - Development Continuum

It takes both the Public and Private Sectors to build a community.

The table below illustrates a Municipal Planning - Development Continuum and Sequence.

A Municipal Planning - Development Continuum and Sequence						
Municipal Roles			Private Sector			
Steps: The Process						
1	2	3	4	5	6	7
Municipal Planning Department	Development Applications Department	Building Approvals Division	Developers	Builders	Real Estate	Buyers
Prepare: ☐ OCP ☐ Area Plans ☐ Strategies ☐ Policies ☐ Strategies	☐ Rezonings ☐ Development Permits ☐ Subdivisions ☐ Road Naming	☐ Plans approved ☐ Permits Issued	☐ Assemble land for projects ☐ May build projects	Build	Sell projects and properties	Buy houses Residents create a community
						

(33) A Basic Job Creation Model

When “Job Creation” isn’t defined, it’s just a hustle.

As planners support job creation, when it isn’t defined, it’s often just a hustle.

Below are some concepts which may help clarify the process and what’s involved

1. Definition of “Job Creation”

“Job Creation” is the process of giving every business idea every realistic chance of success, to evolve, from the Idea Stage, to the Selling Product Stage.

2. Community Development Co-ordinator’s Role

The role of a Community Development Co-ordinator is to provide people who have business ideas with the following services, so that they can evolve their ideas through various steps into successful businesses where they hire staff and thus create jobs:

1 Co-ordination, 2 Organizational Development, 3 Legal, 4 Planning, 5 Education & Training, 6 Information, 7 Project Management, 8 Promotion & Marketing and 9 Financing

3. An Example Job Creation Model

Jobs are created when a business is established and people are hired (jobs), to produce a product or provide a service.

To clarify, a municipal Community Economic Co-ordinator is often paid to help entrepreneurs evolve their business ideas, through the following steps: the Job Creation” process:

1. having a business idea
2. research (e.g., patent check)
3. incorporating a legal business entity
4. business planning
5. marketing (e.g., checking the need for a product or service)
6. arranging financing
7. arranging land, buildings, facilities
8. hiring staff (jobs are created here)
9. producing the product or service
10. transporting the product to market,
11. selling the product or service, and
12. making a money.

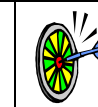
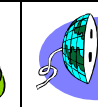
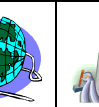
An Important Note:

Entrepreneurs are not in the “Job Creation” business.

If they could operate without hiring anyone, they would.

4. A Typical Business Evolution Process

For Grandma to get her jam on the shelf in Safeway, she’ll have to go through some steps.

The Job Creation Process 								
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
IDEA	Research	Incorporate	<i>Business Plan</i>	Implement Business Plan				
				Secure Financing	Secure Resources (Land, Offices, Staff)	Operate Business	Market Products	Ship Products
								

(Source: 1993: Saskatchewan REDA Program)

(34) Make A TV Documentary on the History of Community Planning in Canada

I recommend that the Waterloo Community Planning Grads with others find a way to make some TV documentaries on the History of Community Planning in Canada.

I say this picking up on 1974 Planning Grad Jeffrey Pearson's lament "Why are there no TV / streaming shows about planners?"

My initial thoughts are:

- In BC, the Knowledge Network has TV documentaries on:
 - the North Shore Rescue,
 - Vancouver Paramedics, and
 - Vancouver General Hospital Emergency Ward.
- Think about say six, 2 hour episodes,
- Somebody establish a Waterloo Planning Grad TV Committee,
- Identify Committee members including reps from the University of Waterloo and CIP,
- Ask all Planning Grads:
 - if they are interested in helping out, and
 - what role they want to play (e.g., committee member, contribute, ideas),
- Explore the idea
- Write a Proposal Plan identifying:
 - the purpose
 - who will benefit and why
 - the topic of each of the 12 episodes
 - a process to secure a TV network to do it
- In my view, we do not raise the money for it, instead, find a sponsor who will.
- Consider Approaching the Following Possible TV Organizations: in no particular order: CBC, CTV, Global, The Knowledge Network.
- My limited experience with producers making documentary films (e.g. in mid-1980s, on Saskatchewan community economic development), is that many are "promoters" at heart and will try infinite partners and arrangements, until they secure funding.
- Maybe Some Canadian Documentary Funding include:
 - Public Broadcasting Allocations:
 - As Canada's national public broadcaster, the CBC receives a portion of its overall operating budget from taxpayers.
 - The CBC uses this money to pay license fees for pre-buys or to acquire completed docs for broadcast slots like The Passionate Eye.
 - The Canada Media Fund (CMF):
 - Created in partnership with the Government of Canada and cable/satellite providers, this fund is a major pillar for doc financing.
 - The CMF provides either equity investments or license fee top-ups, though accessing it generally requires securing a broadcast partner like the CBC first.
 - Provincial and Federal Tax Credits:
 - Canadian production companies regularly utilize federal (CAVCO) and provincial tax credits, as well as production incentive programs.
 - Regional Initiatives:
 - For local or community-focused content like Absolutely Canadian, CBC supports independent filmmakers through specialized regional production funds and expert mentoring.
 - Private and Alternative Financing:
 - To complete their budgets, independent producers also turn to private equity, foundation grants, specialized funds (e.g., the Hot Docs portfolio), and crowdfunding campaigns.
 - Commercial Revenue:
 - The CBC supplements its parliamentary funding through commercial advertising on its television broadcasts and digital platforms like CBC Gem
 - The University of Waterloo may have ways to fund it

8. Some Planning Grad Hobbies, Volunteer Activities and Career Changes

(1) Ted Cowan (Toronto, Ontario)

Work may speak to what we did for a mix of pay and pleasure.

Hobbies, retirement, volunteering might say something about what we do because we want to and can.

Hobbies - not passionate, but they happen:

- sketching, landscapes, relatives, urban scenes (a few attempts at painting, but they don't work well),
- collect old Georgian Bay area postcards (1885 to 1920), initially for Georgian Bay Association as a fundraiser, but now as many are beautiful,

Retirement - as unorganized as ever, set a pretty gentle pace:

- almost no foreign travel since COVID,
- very little consulting, securities and bankruptcy regulation, agricultural trade, land acquisition for other conservation efforts,
- June to mid-October: move to an island near Manitoulin Island, fish, canoe, repairs, family time with brothers, Jo's sister, children, grandchildren, so some travel to KW, the Sault, BC interior.
- Happily, still exercise, walks, garden digging, snow shoveling, but not wild about effort.

Volunteer activities

- 1996 Escarpment Biosphere Conservancy (EBC): following an environmental charity start up that didn't quite make it (1992 - 1997), helped start a land trust, Escarpment Biosphere Conservancy (EBC) in 1996, now 25,000 + acres, 240 + parcels between 5 and 2,000 acres each, on/near Niagara Escarpment, including on Manitoulin Island, over 25 km of Lake Huron shore, 70 known rare species, helped with its incorporation, charitable status, funding, a past chair, past treasurer, no longer on Board, still active with its acquisitions; still stay in touch with staff and members as friends, colleagues.
- The EBC provided the bulk of my limited 'conventional' planning experience with severances, official plans, committees of adjustment, etc.
- Occasional work housing group, food bank, a First Nation group. Trying to get some food processing in food banks so farmers can donate more raw material.
- Some success with a push to get delivery costs removed from Ontario power bills for First Nations families and buildings.

(2) Gordon Grant, Retired (Calgary, Alberta)

- Hobbies: Managing property, coin collecting, photography and renovating old houses.
- Living in Calgary and Phoenix (rethinking being in the US for any period of time).
- Photography,
- Managing real estate, property renovation: old houses,
- History and coin collecting,
- President of a number of Condo associations and preparing briefs for fair property tax distribution in a Condo complex based on government assessed value and mill rates.
- Traveling: 3 years through Asia, Russia and south Pacific.

(3) Phil Hore (Lequille, Nova Scotia):

- Environmental Stewardship: Phil served on the Board of Directors for the Clean Annapolis River Project. He is a recognized figure in Nova Scotia planning, particularly known for his work in environmental stewardship and education.
- Economic development,
- Annapolis Royal Historic Gardens,
- Community Health Board, and
- Annapolis Food Bank.

(4) Jeffrey Pearson

Hobbies:

- Gardening [*In the early 2000s, we removed all lawn from our yard, replacing it with perennials and some annuals. I thought the perennials would require less work. I was wrong.*]
- Reading and browsing in bookstores (The golden age of bookstore browsing for me was in the 1970s-90s, when there were several well-stocked independent bookstores in Edmonton).
- Yoga practice,
- Herbology/herbal medicine {A hobby interest of mine via course work in the 90s and 2000s, and home and family wellness applications}.
- Daily dog walks, Photography, Live theatre,
- Bird watching (Daily observations at our backyard feeding stations, and observations on spring-summer-fall trips to the mountains),
- Creative Aging / Eldering Project (Self-initiated project designed to bring people together to discuss and brainstorm ways to improve the lives of people over 55, and especially those who are facing significant health challenges, especially cognitive decline).
- Late-stage and Encore Careers (Self-initiated project designed to gather information about and present options for people who do not want to retire "cold turkey," rather to continue with purposeful activities, paid or otherwise, leading up to and after retirement).

Volunteering:

- In the late 1970s: Edmonton New Faces Society held monthly social-discussion meetings
- 1980s and 1990s: Edmonton Social Planning Council and Edmonton Family Centre.
- 1989 -1992: Volunteer instructor for the Government of Alberta's Board Development Program (workshops with non-profit performing & visual arts boards and libraries).

In retirement:

- 2017 - 2022: On the board of directors of the Central Lions Seniors Association
- 2018 to Present: Pro bono consultant with the Edmonton Chamber of Voluntary Organizations (ECVO) and one of its program areas, the Alberta Community Support Network (ACSN), which provides services to small to medium size non-profit organizations in the areas of governance, strategic planning, business continuity, finance and HR: the consultants are retired or semi-retired professionals who formerly worked in government, the private sector, non-profits and post-secondary institutions.

(5) Terry Crowe (Richmond, BC)

Hobbies:

- Bicycling, Qigong, Karate
- Researching family history (Rick Spanik is a way expert here).
- Consumer Advocacy: My three rules are:
 1. First, before you begin, always decide how much energy you're going to put into something that irritates you (e.g., a letter, a public meeting, a street protest), and
 2. Go To The Top (e.g., the president of the organization: not customer service).
 3. Be succinct in your request.
 4. If appropriate, send photos.
 5. Safety issues usually get addressed quickly.

Some Results:

- helped rescue 2 eagles,
- got the potholed Blundell Shopping Mall parking lot in Richmond, BC re-asphalted,
- had highway berms moved over to widen bike lanes,
- got heaved sidewalks (due to the summer heat) ground down,
- had a kilometer of bike path repaved, as it was too bumpy,
- Got \$640 back from Rogers and \$790 back from Telus,
- helped save some productive blueberry plants from industrial development,
- got RBC to donate \$5,000 to the Steveston, BC outdoor Grand Prix of Art,
- I'm a Richmond Chimo Community Services Society Board Director, Past Chair of its Capital Projects Committee and a weekly Outreach Volunteer who helps clients address crisis-related issues.

- Chimo is an NGO which runs the Suicide Crisis Line; Nova House, a first stage transition home for battered women; and services to help the poor, homeless and immigrants access government services and fight unfair evictions (there's usually a form for everything).
- Currently, working to increase the occupancy of Nova House.

(6) Some Planning Grad Career Changes

Some Grads saw another light and became:

- Authors,
- Professors,
- Lawyers,
- Architects,
- Engineers,
- Computer Pros,
- Developers,
- Farmers,
- Home Builders,
- Prospectors, and
- Artists.

9. After 25 Years (2001 - 2026), Retiring Richmond BC Mayor's Comments and Highlights

Another example how Planning has earned its keep.

On October 17, 2026, Mayor, Malcolm Brodie, Richmond, BC will retire, after 25 years.

During this time, the City's population grew from an estimated 150,000 to now 240,000.

On May 14, 2026, the Richmond News, Maria Rantanen, interviewed Mayor Brodie and discussed his 25 year highlights: - most are Planning related, as follows:

1. It's about managing interests, communicating with the public,
2. the \$187M 2010 Winter Olympic Oval,
3. the \$2B rapid transit Canada Line,
4. District energy (geothermal),
5. the City Centre Area Plan and densification,
6. the River Rock Casino which also built a Canada Line parkade,
7. BC Provincial Bills 44 and 47 which mandated densifying single-family neighbourhoods,
8. the \$17M Steveston Highway multi-use pathway (cyclists/pedestrians)
9. the 2025 BC Supreme Court Cowichan First Nations lands decision,
10. the new Richmond Hospital,
11. Homelessness,
12. Metro Vancouver Board size and remuneration, North Shore Wastewater Treatment Plant, regional sewage districts,

This story was part of a collaborative feature by Lodestar publications in an election year to highlight the importance of local government during Local Government Awareness Week.

Q&A: Richmond mayor reflects on 25 years of navigating local government

As for what's next, Malcolm Brodie says he's looking forward to getting back into his hobbies.

Looking back over 25 years in the mayor's chair, what has been the biggest highlight for you?

That's really a difficult question because every day, week and month, there are highlights.

And if they're not huge in themselves, they fit into a pattern and jigsaw puzzle.

But if I had to say to the person looking at the city, I think you would look at our facilities, and a couple that stick out, of course, the Oval, the Canada Line and district energy. Each one of those is a very significant situation.

What would you say would be the most challenging aspect of being a mayor?

Communications with the general public is a major challenge.

And one of the most critical situations in regards to communications is the demise of the community print newspapers. I realize the *Richmond News* has an online presence but I don't think that it competes with what you had, a two or three times weekly written paper. And of course, the Chinese newspapers are

mostly gone as well. You have to make some tough decisions, but you also have to communicate how you got there, and what the reasons are. It is the nuance. Everything is not as obvious as it would first appear.

When you think about when you were first elected, what your vision was for when you ran first as mayor and has that come to fruition?

Yes, I do. The central set of concepts was the redevelopment of the downtown area, the city centre area. And the plan was developed before I got there. I give the council of the day credit. It was a year or two before I was elected, but the concept was we will take the growth that has been projected for us and we will put it into the city centre area.

That means added density, and it was all based on rail transportation coming to the city centre. It was threatening to fall apart in the late '80s, early '90s; Bill Van der Zalm (*BC Premier: 1986 - 1991*) actually announced that construction on the line from Vancouver was starting.

A new government came in and it all fell apart, and it wasn't until the early discussions on the Canada Line that it seemed to turn itself around.

But I think that is probably the most important element of city planning that has come to fruition: the density in the city centre.

But even without that migration into the city, they did some early studies and around the year 2000/2001 into what would be the usage for the Canada Line at that time. And the answer was based on the usage and the projections. They envisioned good traffic on a rail link all day, every day. That was without the migration into the city.

And then there's the policies — we didn't need the province to tell us to make a transit-oriented density, it was always transit-oriented density we had in mind.

Looking back, do you have any regrets, or conversely, some surprise wins along the way?

The beauty of being a mayor with a council is that you can be wrong, and the rest of council disagrees with you, and a year or two later you think, well I really should have voted the other way on that.

And so, I don't characterize it so much as a regret as to acknowledge, sometimes you get it wrong.

An example of that is I fought very hard against the River Rock Casino.

I didn't realize exactly what their vision was for the largest casino in the province, and the hotel, and all that. The reason I fought it was because people would say only four or five per cent of gamblers are problem gamblers. I say, well, that's a lot of people. And I believed the revenue that the city would generate from a casino would lose its benefits when you look to the public downside of problem gamblers.

But I remember there was some event 10 or 15 years later, and I said, you know, the River Rock had been a really good corporate citizen, they had really been supportive, and they'd done all the right things, I mean for a casino and hotel, in that context. Had I known this, I would have supported it.

Now, I say, parenthetically, after that came all the problems with money laundering, etc., which wasn't, of course, the city's jurisdiction, but it was in the city. But I still think that it has been a positive overall.

I can also just add that I was on the TransLink board, when they were building the Canada Line, and they were going to build a parkade. River Rock came, bought the parcel and said, we'll build you a parkade.

And to this day, it's still regulated by TransLink.

Surprise wins?

Well, sorry if I seem repetitive here when it's over the Canada Line. When I first got elected, I was, the council of the day put me on the TransLink board.

And the first meeting I went to at the TransLink board, it was very clear that there was absolutely no political support for the line to Richmond. And what changed it was the Olympics.

The government of the day and Vanoc had said, if we get the bid, we will try to build the line from downtown Vancouver to the airport and to Richmond. So that was a very early surprise.

It was (Premier) Gordon Campbell personally, who was absolutely determined that the Canada Line would be the next. And a lot of controversy was over the private-public partnership, which they insisted on, which made the project difficult in certain ways, but unacceptable to others in other ways. So, there was lots of controversy about it.

I have a poster from the late 1960s showing what was then Metro Vancouver, Greater Vancouver Regional District, inviting people to come to a town hall meeting to look at the latest project, which was

the line from Vancouver to the airport. And so, I was able to show them, not that they accepted it, but I showed them, we've been promised this for 40 years.

So, that was a good surprise that in such a short period of time, because after that first TransLink meeting, it wasn't three months later that I got a phone call saying that they've reviewed it with the province and the federal government and the only line that is of interest is to Richmond.

Yeah, that's a great way to start your TransLink career.

What is something about the process of local government that the public maybe doesn't understand?

I think our electorate here in Richmond are fairly conversant with local government and what it does in general terms. I think one of the things the public has found the hardest to understand is the lack of a public hearing that when the province brought in bills 44 and 47 and the subsequent bills, mandating that there's no single-family neighbourhoods anymore and we're not going to have public hearings. I think the elimination of the public hearing and the public's right to express an opinion on what should go on in your own neighbourhood is hard to comprehend.

There are a lot of competing interests in the city. I'm just wondering how you balance that and navigate that.

You can have a very controversial issue with 100 people saying "yes," 100 people saying "no." All of them are smart people, people you respect. What it comes down to, you've got to sit back and just make that decision, which you see in the best interests of the community.

And you can't govern by referendum. It can't be a surprise that when you start talking about a certain thing that people on council and other people are going to have various opinions about it.

And so, you try and listen with an open mind and make a good decision in the interest of the community.

And very often I've seen where someone is not getting their way, you know, there's not agreement as to their position. But something they say makes for a modification to what's on the table, and it may just assist in getting them one step closer to what they want, even if they don't fully get their way.

Whether you're taking into account the viewpoints of councillors or the general public, it's still the same process.

What makes a city council function?

Well, my challenge to the council is always to do what's in the best interest of the community.

And not to a more limited group or taking other particular interests into account. What is best for the community? And if we can have a healthy debate, then I think we make good decisions.

Ideally, you have a very strong majority on every decision, but I can think of the multi-use pathway on Steveston Highway where it was approved five to four.

And I believe that is a good project. It's a viable project. Something for the present and the future that will be well used. And, and in fact, we're extending that multi-use pathway so it'll go from Railway right past No. 5 Road and eventually connect to the new (TC: George Massey Tunnel).

The other feature that we have now is with one councillor having resigned. So, you've got eight people.

You still need five for a majority vote. Yeah, five of eight is quite different than five of nine. If you only get four. It fails.

I'm wondering what specific challenges Richmond has compared to other municipalities.

Every city is going to be unique. Right now, we have the Cowichan lands decision, which I believe is the most important land situation that I've ever faced. And it's affecting people right here in the heart of Richmond. So, it's not unique because I believe it could eventually affect all the other cities, but it's squarely on top of us right now.

Burnaby is growing very nicely. And they don't have the height restriction on their developments, so it gives them a lot more flexibility. They also have a lot less ALR than Richmond does.

Surrey has kind of the opposite problem because they are so huge. The landmass is so huge that they have to effectively coordinate it all. And so, they're undergoing great growth at a rate that is way beyond us. I mean, they're three times our size now, people-wise, and their landmass is as big as a number of the other cities combined.

Coquitlam is probably the city we have the most in common with. They're smaller than us and growing.

And I'm impressed that they're doing quite an effective job with that.

And then if you take, say, Pitt Meadows is over 80 per cent agricultural. So, you're talking about growth targets, there's a different dimension to what they're talking about because they're just very much constrained by the ALR versus the non-ALR.

Can you explain why downloading is such a common criticism levelled at senior levels of government?

Because it's pervasive. You know, it does sound like they're going ahead with the (Richmond) hospital project, within the city, they raised pledges of over \$50 million towards it. I mean, that's just straight downloading.

You probably saw the report a few weeks ago on homelessness, which showed that one way or the other we're paying somewhere between \$3 and \$4 million a year to support the homeless.

Now, we want to support the homeless, but if you look at it specifically, it is the purview of the provincial government. And they'll download things with fees and, you know, there's any number of ways to download.

And it all comes down to the local level when the local government only, out of every tax dollar that's raised, only eight per cent of that goes to the cities.

There's been a lot of scrutiny on Metro Vancouver, especially with the North Shore Wastewater Treatment Plant. Are there changes you'd like to see? And if so, what are they?

I think more changes need to be made. And I think that everything should be reviewed from time to time in a very constructive manner.

The one thing that I've always felt that the number of people on the Metro Vancouver board needs to be reduced. You can keep the weighting of votes the same, but you don't need so many people there.

I personally believe that the current chair and the previous chair, frankly, are doing and have done really good jobs in bringing everybody together. But, with the North Shore Wastewater Treatment Plant, there's competing interests. So, that's been very difficult.

I seem to recall the North Shore treatment plant is costing Richmond taxpayers \$14 million a year.

Well, our increase to the household impact was relatively modest compared to the North Shore.

The differential is born from the fact that you have different liquid waste or utility regions. To the extent that a project like a treatment plant is for the benefit of the region, the region pays. To the extent that you're benefiting locals, the locals pay.

That means that a disproportionate cost is being borne by the North Shore. There's been calls for a single sewer district, and the current program was devised in the late '80s, early '90s. When Annacis was being extended to secondary treatment, and they were building Lulu Island, and Lulu Island services almost all of Richmond except for a bit on Sea Island, that was the time they should have, if they wanted to go to a single sewer district, they should have done it then. But, those using Annacis, those using Lulu Island paid a disproportionate amount of the cost for those facilities. And therefore, at least I'm personally reluctant to have a single sewer district when we have borne more than our costs here. Logic says you can have a single sewer district, but the practicality of the thing is it's far more difficult.

Any other changes you'd like to see at Metro Vancouver?

I think they have to look at the remuneration policy. I'm not on the task force, so I'm a little hesitant to prejudge where they're going. They seem to be doing a thorough job of looking at things.

So, probably that question will best be answered in the upcoming months.

What is something about being mayor that most people don't know about?

Probably the fact that it's a seven-day-a-week job. And I'm not pointing fingers at councillors because I was in the same situation before I was mayor. From the outside, it doesn't look like it's much more than being a councillor.

But, in fact, it is. You get invited to everything. You need to show up at a lot of things every day of the week. Mostly, there's at least something on each day on the weekend. Rare that I get a weekend off.

I'm not complaining about this, by the way. It is what it is, and you get out of it what you put into it.

And that's how you, first of all, develop the relationships which make the community strong.

You support the organizations that are of value to your community. And you also find out what people are thinking and talking about. When you go to these events after hours and on the weekends, people don't usually give you a bad time, even if they're quite strongly in disagreement with what you're saying.

But it does give you an opportunity to have a word with the people. So, it brings you close to the community. And you find out what's important to the community. How would you know that the Japanese connection and the Kaiwo Maru are important to Richmond if you're not going to be a part of them?

When you leave public office this fall, what are your plans?

I can't say anything more than I will stay in Richmond, and I will stay active, but not in political public life. I hope to be engaged with some organizations and hobby activities and those kinds of things.

Being mayor doesn't give you a lot of time for hobbies, but I play tennis, I'm a member of the tennis club. And in my deep past, I was a musician, and so I'm looking at pulling that out and maybe being part of the community band or something.

I've looked at what the senior centre has to offer, and gosh, they've got all kinds of stuff.

If you want art, they've got art, and if you want billiards, they've got billiards and music and lounge time and cards.

So that's all to say I'll stay active. I play piano, but deep in my past, I played trombone

.

PART 11: 1968 - 1971: Waterloo's 1st Three BA and MA Planning Grads**1. Introduction**

The first three students to graduate from both of Waterloo's planning programs: the 1968 Honours BA Urban and Regional Planning and 1971 MA Regional Planning and Resource Development were, in alphabetical order:

- Stanley Phil Hore,
- Ian MacNaughton, and
- Wendy Wright Cascaden.

Photo Below: Left to Right

- Ian MacNaughton,
- Wendy Wright Cascaden, and
- Stanley Phil Hore:



Photo by: Ken Shelton

2. Stanley Philip Hore: Waterloo's 1st Planning Grad (alphabetically)

Where: Lequille, Nova Scotia

Maybe Phone: 1 (902) 532.5600

Maybe Email: ihho@live.ca

Education: University of Waterloo:

- 1968: Honours BA Urban and Regional Planning,
- 1971: MA Regional Planning and Resource Development

Note: Alphabetically, Waterloo's very first BA and MA Planning Grad in Canada.

Experience

1971 to 1973: He may have planned in forestry sector in Northern Ontario.

Around June 13, 1973, Phil was hired by the Lunenburg District Planning Commission and helped prepare Lunenburg's first Town Plan.

Around 1976, Phil was invited to establish and instruct the new 2 year Land Information Technology Program at the new Centre of Geographic Sciences (COGS) in Lawrencetown, Annapolis Valley, Nova Scotia (BTW, there's 2 Lawrencetowns in Nova Scotia).

The COGS is Canada's largest geomatics-focused learning environment.

Geomatics:

- Includes GPS/GNSS, satellite imagery, aerial photography, drones (UAVs), and laser scanning for data acquisition.
- Activities: Collecting, storing, processing, analyzing, and visualizing location-based information.
- Applications: Essential for creating smart cities, autonomous vehicle navigation, disaster management, resource management, and land surveying.
- Career Paths: Graduates can work as GIS analysts, surveyors, remote sensing specialists, and geomatics engineers in government, consulting and environmental sectors (Source: Natural Resources Canada).

Some Definitions:

- "Geomatics" integrates surveying, remote sensing, Global Navigation Satellite System (GNSS), Global Positioning System (GPS) and computer programming to map and model the Earth's surface for applications in engineering, urban planning, and environmental management.
- A "Constellation": here means a set of satellites.
- The "GNSS" (Global Navigation Satellite System):
 - means all satellite constellations providing global Positioning, Navigation and Timing (PNT),
 - provides higher accuracy (under 1m) than GPS alone (3 -10m) by using multiple constellations (GPS, GLONASS, Galileo, BeiDou) simultaneously.
- The GNSS Constellation:

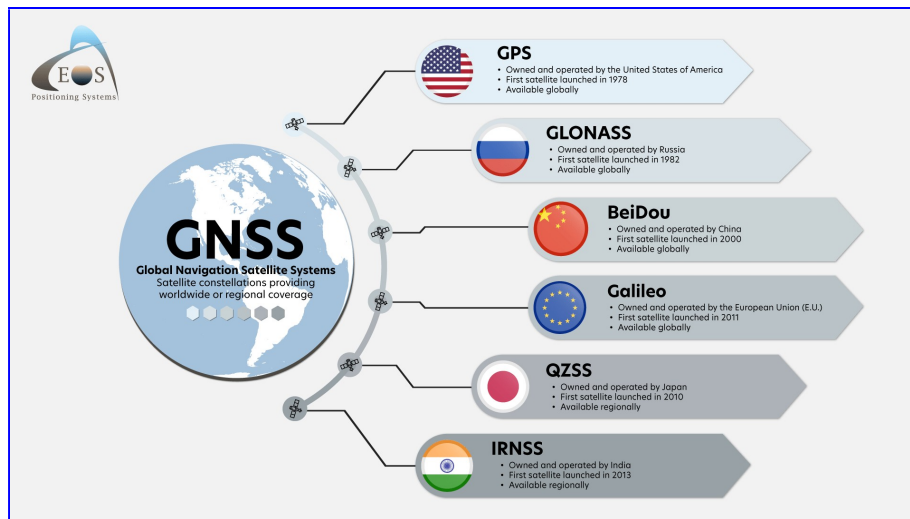
To date, there are four fully operational GNSS constellations with global coverage (with satellites orbiting the earth):

 1. USA: GPS: first satellite launched in 1978 (48 yrs),
 2. Russia: GLONASS: first satellite launched in 1982 (44 yrs),
 3. China: BeiDou (Big Dipper): first satellite launched in 2000 (26 yrs),
 4. E.U.: Galileo: first satellite launched in 2011 (15 yrs).

Two other regional GNSS constellations service specific areas using geostationary satellites:

5. Japan: QZSS: first satellite launched in 2010 (16), and
6. India: IRNSS: first satellite launched in 2013 (13).

The GNSS Constellation System



(Source: Eos Positioning Systems, Inc. Terrebonne, Quebec)

Volunteering:

- Environmental Stewardship:
 - Phil has served on the Board of Directors for the Clean Annapolis River Project.
 - He is a recognized figure in Nova Scotia planning, particularly known for his work in environmental stewardship and education.
- Economic development,
- Annapolis Royal Historic Gardens,
- Community Health Board, and
- Annapolis Food Bank.

Award: On May 28, 1999: Phil won an Award at the 23rd Annual Nova Scotia Environmental Awards in Halifax which honoured him for integrating environmental concerns into COGS programming.

Previous COGS Planning Technician Staff include: Phil Hore, Ian Moncrieff, Terry Crowe (1980), Mike Donnelly, Marc Hebert, Monica Lloyd and Ed Symons.

May 14, 1981 – 2 Year Planning Technician Program

- The NS Land Survey Institute, (now called the Centre of Geographical Sciences [COGS], NS Community College, Lawrencetown, Annapolis County,
- The 2nd Planning Technician Class,
- Tall in back: Terry Crowe: - Right: Phil Hore:



1981 - Ahead of Its Time - The Planning Program At COGS

Below:

- COGS was very inclusive and diverse.
- As well, students taught each other.
- Below, self-sufficiency is being taught.
- A forest creature is learning how to manage its own forest environment.
- It's also learning how to interpret new remote sensing imagery, perhaps to find honey.



3. Ian MacNaughton

Born: February 18 1944

Died October 7, 2023 (79)

Education: 1964 - 1971: University of Waterloo:

- May, 24, 1968: BA: Honours Urban and Regional Planning
- October 22, 1971: MA: Regional Planning and Resource Development
- 2009 – 2010: Planner-in-Residence: University of Waterloo

Obituary of Ian MacNaughton



Ian passed away peacefully on Saturday October 7, 2023, surrounded by the love of his family. He was 79 years of age. He is survived by his wife Sandra (Hoffman) and children Jonathan (Kendra) of Waterloo, Jill MacNaughton (John Lute), Johanna Booth of Toronto and Josh of Kitchener. Jean MacNaughton, his sister of Dunnville also survives him.

He was a proud “Gramps”, Grandpa of 11 dear grandkids: Charlie, Addie, Frankie, Fin, Sam, Emma, Max, Ella, Georgia, Nora and Ben. Predeceased by his mother Ina (Purvis), father Charles Fraser MacNaughton and brother Jim MacNaughton.

Ian was one of the first to graduate from the University of Waterloo's Urban and Regional planning program and then went on to obtain his MA in Regional Planning and Resource Development.

He founded MHBC Planning 50 years ago where he was a mentor to many young planning school graduates. Ian was inducted as a Fellow of the Canadian Institute of Planners in recognition for making an outstanding contribution to planning.

Foremost however, he was a businessman and problem solver who saw the big picture and had a passion and fierce commitment for making things better. Ian was active in service to the community both locally and provincially.

He:

- helped prepare the Niagara Escarpment Plan,
- was central to establishing Canada's first ever Environmental Advisory Committee,
- helped set provincial policies for environmental protection in the gravel industry,
- was a member of the Grand River Conservation Foundation, and
- was a member of Ontario's Greenbelt Task Force.

Closer to home, as a member of the Breslau Park and Recreation Association, he was instrumental in obtaining park land for the Breslau community.

Ian enjoyed golfing with his buddies, skiing with friends and family and fishing with his golden boy Chauncey. Best of all he loved driving his garden tractor with a trailer full of grandkids and a pack of dogs running alongside.

Cremation has taken place. A private family Celebration of Ian's Life will be held at a later date. Online condolences to family and donations to The Working Centre may be made through Erb & Good Family Funeral Home - www.erbgood.com

For Reference: the Planner-in-Residence Program:

- It is funded by the University of Waterloo Planning Alumni of Toronto (UWPAT).
- It was started in 1990, to improve students' understanding of the planning practice, and to complement students' academic work, while presenting opportunities to meet and learn from current practitioners.
- It introduces the Planning School to individuals and experts from various planning-related backgrounds whose experience, knowledge and ideas can be shared with undergraduate and graduate students to enrich their learning opportunities and challenges in a variety of important ways.

October 10, 2023: - Ian MacNaughton's planning footprint spans Ontario

Waterloo honours the astounding legacy of planning alum with a new scholarship

- <https://uwaterloo.ca/news/environment/ian-macnaughtons-planning-footprint-spans-ontario>

4. Wendy Wright Cascaden

Address:

438 Malabar Drive,

Waterloo, Ontario N2K 2P7

Cell: (519) 590.1327

Hm: (519) 884.1327

Email: wendywc@sympatico.ca

Education: University of Waterloo:

October 25, 1968: B.A. Urban and Regional Planning:

- Full range of Planning courses and a Civil Engineering graduate course in system analysis.
- Thesis: Multiple Housing and the Structure of Cities

October 22, 1971: M.A. Regional Planning and Resource Development:

- Emphasis on multivariate research techniques and their relevance to Planning Policy.
- Also included courses in Ecology and Environmental Planning.
- Thesis: Modifiable Data Units: A Problem in Urban and Regional Research.

Noteworthy Firsts: Wendy was the first woman:

- ❖ to receive an undergraduate planning degree in Canada, and
- ❖ to graduate from both of Waterloo's planning BA & MA Programs.

Her classmates, Ian MacNaughton and Phil Hore were the first men.

Prior to that, all Canadian planning degrees were (only) graduate degrees (MAs, PhDs).

We were all majoring in Geography when the School of Planning started in our third year.

We were allowed to graduate with a Planning degree, if we completed the four year program for a Bachelor of Arts degree. The last two years were almost entirely planning courses to catch up and complete the full Planning Program.

April 1, 2026: Wendy's Email:

Thanks again for all your work on this project.

I have attached my Planning career achievements.

I agree with Ray Parfitt's comments on planning and the Planning School at Waterloo.

It was very early days when I was there and the future direction of the program was evolving quickly with the hiring of new faculty, etc.

It was the baby of Len Gertler and Ralph Krueger – theory and earth sciences.

Bob Dorney's background in the environment & ecology solidified one major theme for the future.

Helen Abell and the social environment had another.

Then, a few additions in urban structure and design.

Little if any emphasis on implementation through Planning legislation.

I can't believe it but I have been retired from municipal planning for 20 years (2006).

It seems like some of the problems we dealt with in the early 1970's are cycling back to the forefront - housing affordability, slow development approvals process, infrastructure costs to support new development (aka development charges).

It will be interesting to watch how the solutions unfold.

Hope this is all you need. Let me know otherwise. Thanks. All the best. Wendy

On May 13, 2026, Wendy Cascaden emailed:

You have done a great job in bringing together all of the early Planning grads and shining a light on the development of the program and documenting so many careers and perspectives.

On Why Waterloo, Geography and then Planning?

You caused me to reflect on why I switched from Geography to Planning when the opportunity arose. I went to U of W because there was a strong program in Geography and I was particularly interested in earth sciences and urban geography.

To me Geography focused on:

- what was there,
- how it got there, and
- how it had changed over time.

It did not plan for future change, or look at the implications of that change to accommodate future growth and development. It focused more on observing and understanding the existing situation.

The Planning Program enabled us to plan for the change and the future.

The U of W Geography and later Planning Programs were also able to tap into the University's strong computing capacity to analyze large sets of data, including spatial data. This meant that a more comprehensive analysis of the communities or problems could be accomplished.

On CIP and Provincial Planning Organizations

In the late 1960's / early 1970's, the Canadian Institute of Planners also made some changes in anticipation of the growing number of young planners.

They added two student members to the CIP Board of Directors – me and a “guy from the west”.

My memory has faded but he was from UBC and was either, from Vancouver, or Winnipeg?

There is another whole story about the changes to CIP and the formation of Provincial Planning organizations yet to be told.



Professional Qualifications

Member – Canadian Institute of Planners

Member – Ontario Professional Planners Institute

Employment History (35 Years)

1988 to 2006 (18 Years) - Commissioner of Planning - City of Cambridge

1981 to 1988 (7 Years) - Director of Development - Regional Municipality of Waterloo

1980 to 1981 (1 Year) - Senior Planner - Development Division, Regional Municipality of Waterloo,

1973 to 1980 (7 Years) - Senior Planner – Planning Division, Regional Municipality of Waterloo,

1972 to 1973 (1 Year) - Senior Planner/Director of Planning - City of Kitchener

1971 to 1972 (1Year) - Senior Research Associate - Bureau of Municipal Research, Toronto.

Profile / Achievements

- A retired (2006) professional planner with more than 35 years of municipal experience, much of it as a Senior Manager and Department Head.
- She enjoys negotiating and debating complex issues, and developing innovative solutions that show a balance between breadth of scope and ingenuity in detail.
- She uses diplomacy and objectivity to influence stakeholders and achieve consensus.
- She easily grasps the broader perspective and applies analytical and strategic planning abilities to strengthen and implement results.
- She sees policy implementation as key to good policy, either change the policy or change the way it can be implemented, to achieve the desired objectives.

As a volunteer

Wendy has served her community as:

- A board member of the Architectural Conservancy,
- President and Treasurer of the Social Planning Council, and
- Member of the Heritage Planning Advisory Committee, Region of Waterloo.

Hobbies

She is an avid gardener and with her husband, continues to restore a heritage designated 1842 Georgian style home in Waterloo.

Award:

In 2011, for heritage contributions, An Award of Excellence, Waterloo Region Heritage Foundation

Provincial Committees

Over many years, has worked on several province wide committees and task forces such as:

- the Ontario Welfare Council,
- the Association of Municipalities of Ontario (AMO) for housing policy, and
- Planning Act Reform (e.g., development charges legislation and streamlining the development approval process).

After 2006 Retirement

2006 - 2020 Member and Chair of the Lake Erie Region (Water) Source Protection Committee.

Soon after her retirement in 2006, she was appointed by the Province under the Clean Water Act as Member, and later as Chair of the Lake Erie Region Source Protection Committee until 2020.

The Act was created following the Walkerton Drinking Water Tragedy to protect municipal drinking water supplies from contamination.

- Actively involved in the preparation, public consultation, approvals and implementation of the four (Water) Source Protection Plans in the Lake Erie Region: 1 Catfish Creek, 2 Kettle Creek, 3 Long Point and 4 Grand River.
- Chaired the Project Team and Implementation Working Group to initially develop discussion papers on options for policy tools / approaches to:
 - address specified significant drinking water threats, and
 - facilitate collaboration among municipalities and conservation authorities, share resources and achieve consistency in the policy approaches and implementation across Lake Erie Region.

Highlights: 1988 - 2006: Cambridge Planning Commissioner

- Played a key role in helping shape the community during significant economic growth and change while respecting heritage and environmental principles.
- Oversaw the complete review and Council adoption of a new Official Plan that clearly identified the status/function/future of the former communities of Galt, Preston, Hespeler and Blair to grow the City of Cambridge. The process included the preparation of background studies, policy development and community/special interest consultation.
- 1998: Initiated the Core Areas Revitalization Program.
 - A multi-faceted program aimed at revitalizing the Galt, Preston and Hespeler Core Areas.
 - Some notable successes include:
 - relocated the University of Waterloo School of Architecture to the Galt Core Area,
 - new residential development to support the businesses in the core areas,
 - the reversion of Ainslie and Water Streets to two way traffic,
 - the development of a comprehensive parking strategy, and
 - implementation of streetscape improvement projects in all three core areas to create a more pedestrian friendly environment.
 - This program was developed as a collaborative effort with the property owners, representatives of the Business Improvement Area Boards and Cambridge Council.
- Heritage
 - Improved the integration of heritage issues in the planning and building approvals process through development of a better and more supportive working relationship with the Heritage Advisory Committee.
 - Used the Heritage Conservation District designation as a tool in the Blair area to protect the existing settlement character and shape the amount and character of new growth.
 - Also created a Heritage Conservation District Plan for the West Side Galt Area to protect the existing streetscape, particularly the decorative historic streetlights.
- Environmental Initiatives
 - Strengthened the City's approach to environmental issues by working with a Council appointed Environmental Task Force, to establish:
 - updated City policies and procedures,
 - an improved environmental inventory,
 - the Cambridge Environmental Advisory Committee, and
 - ongoing City Green Strategy initiatives.
- Development Charge By-law
 - Managed the preparation and approval of the Development Charge By-law under the new Development Charges Act including consultant liaison, interdepartmental inputs, and developer/business community consultation with no formal objections to the By-law.

Highlights: 1973 - 1980: Senior Policy Planner, Region of Waterloo

- The Region of Waterloo Planning Policies
 - Part of the Regional Planning Team that created the planning policies and development procedures that shaped growth in the newly formed Region of Waterloo (1973).
- 1977 First Official Policies Plan for the Region of Waterloo:
 - Was a member of the small planning team that created the first Official Policies Plan for the Region of Waterloo which:
 - designated Urban and Rural Settlement Areas (not traditional land uses),
 - set policies to protect agricultural, aggregate & significant environmental resources, and
 - identified a transportation network, including provision for a high intensity corridor to support future rapid transit in Kitchener, Waterloo and Cambridge.
 - It was the first Regional Official Plan approved by the Province in 1977.

- Environmentally Significant Areas
 - A major contributor to the creation of the Official Plan policies to identify, protect and designate Environmentally Significant Areas as part of planning for new growth.
 - The policies also required the creation of an Ecological and Environmental Advisory Committee (EEAC) to review Development Impact Statements and make recommendations on the impacts of development.
 - The EEAC Committee, appointed by Regional Council, was composed of professional and community based environmental practitioners.
 - Proximity to the University of Waterloo School of Planning meant that some faculty members and planning graduates volunteered their time on EEAC.
 - It created credibility and acceptance in the mid 1970's for the environmental assessment of proposed development that had the potential to impact the designated significant environmental areas.

Highlights:

1980 - 1981: Director of Development, Development Division, Regional Municipality of Waterloo

- Also became the Delegated Authority by the Ministry of Municipal Affairs to approve official plan amendments, subdivisions and condominiums.
- Supervised the processing of all development applications in the Region, and
- Implemented Regional Council decisions.

Highlights: As A Senior Research Associate, Bureau of Municipal Research, Toronto

- Proposed and developed research into urban problems.
- The Bureau published monthly (B.M.R) Comment) and quarterly (Civic Affairs) reports.
- Was a Principal Researcher for publications on demolition, amalgamation, recreation easements and the use / role of a referendum in planning decision making.

PART 12 – Planner-in-Residence Program, University of Waterloo

In 1989, a few dedicated Waterloo Alumni, established a new non-profit organization: the University of Waterloo Planning Alumni of Toronto (UWPAT): it is separate from Waterloo's Planning School. Over 37 years, through commitment and dedication, more than 125 Alumni and Faculty have served on the Committee, with some serving for over 10 years.

1990 Origin: In 1990, the first UNPAT project, the Planner-in-Residence Program began.

Purpose:

For over 36 years, the Program has invited prominent practicing planners into the classroom to complement students' academic work by learning about real and current practices.

Funding: It is funded by University of Waterloo Planning Alumni Toronto (UWPAT).

Detail: The Program, introduces the School to individuals and experts from various planning-related backgrounds whose experience, knowledge and ideas can be shared with undergraduate and graduate students, enriching their learning opportunities and challenges in a variety of important ways.

Some Planner-in-Residence holders are:

- 1990 - 1991: **Raymond Spaxman** (the First)
- 1994 - 1995: **John Gartner**
- 1999 - 2000: **Cameron Kitchen**
- 2009 - 2010: **Ian MacNaughton**.

Contact:

Stay in touch with your fellow Alumni by joining our e-mail list.

Email: uwpat.communications@gmail.com

PART 13 – 2020 Waterloo Planning Grad Reunion

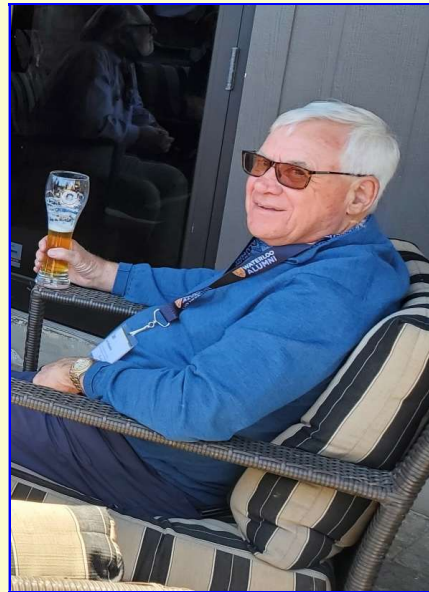
Photos thanks to Ray Parfitt, Sechelt, BC

Left to Right:

- Doug Houghton & Mary Johnson,
- Wendy Wright Cascaden & husband Ron Cascaden,
- Stephen Bedford:



Left to Right: Bill Smith, John Gartner, Ian MacNaughton:



Left to Right: Les Fincham, Barrie Morrison, Valerie Cranmer:



Left to Right: Ted Cymbaly, Ian MacHaughton, Ray Parfitt, Peter Kratzman, Barry Morrison, _____?



Left to Right: Ted Cymbaly, Ian MacHaughton, Ray Parfitt, Peter Kratzman, Barry Morrison, _____?



PART 14 - 1964 - 1971: The Earliest Group Waterloo Planning Grads

The List: [Left Side](#)

The Waterloo Planning Grads Mentioned In This Report – June 1, 2026	
Earliest Group of Planning Grads University of Waterloo	Later Group of Planning Grads University of Waterloo
1. Fraser Douglas Barnes – Ontario	1. Linda Allen, City Spaces - Passed Victoria in 2023
2. Stephen Bedford – Ontario	2. David P. Arscott – Wimberley, Texas
3. Lynne M Bricker: Passed – Ottawa 2019	3. Susan Austen – Penticton, BC
4. Johnny Carline – Metchosin, BC	4. Sue (Beckett) Orr – Ontario
5. Wendy Wright Cascaden: Waterloo, ON	5. Mike Brown – Kelowna, BC
6. Valerie Cranmer – Ontario	6. Marnie Coulson – London, Ontario
7. Ted Cymbaly – Ontario	7. Edward (Ted) Cowan – Toronto, Ontario
8. Brian Degneault – Richmond, BC	8. Terence (Terry) Thompson Crowe – Richmond, BC
9. Stephen I. Fagyas: Passed 2022	9. Don James DeGrandis – Calgary?
10. Les F. Fincham – Ontario	10. Ron Foy – Passed in 2015 Ontario
11. Christopher Ralph Fleming – Ontario	11. Prof. Don Phillips Getz – Calgary, Alberta
12. Donald F. A. Fleming: Ont Passed	12. Gord Grant – Calgary, Alberta
13. Doug Foster - Sydney, Cape Breton	13. Ron Greeley (Geography) Passed Montreal
14. John A Gartner – St Davids', Ontario	14. Suzanne Hawkes – Vancouver, BC
15. David Good – Victoria, BC	15. James Laurence Hill – Woodstock, Ontario
16. Donald Wayne Gordon - Abbotsford, BC	16. Laverne Kirkness - London, Ontario
17. George T. Govier – Ontario	17. Doug Koch – Victoria, BC
18. Phil Hoekstra – Paris, Ontario	18. David Krajaefski - Kanata, Ontario
19. Stanley Philip Hore – Lequille, NS	19. Brian Joseph Kropf – Edmonton Alberta
20. Doug Houghton - Manitoba	20. Doug Lychak – Okanagan Falls, BC
21. Peter Keilhofer - Ontario	21. Jan Lucinda MacInnes – Waterloo?
22. John Stanley Leopold Koppel - Ont	22. Hans Madan - Cambridge
23. Michael Koscec – Ontario	23. Don Manahan – Passed Ontario 2017
24. Peter H. Kratzmann - Passed Mar 15/26	24. Katherine McGuire – Toronto, Ontario
25. Ian MacNaughton – Passed Oct. 7/233	25. Sandra Jean (Wells) Monteith, St. Thomas, Ont.
26. Wayne McEachern – Ontario	26. J. Don Msele -
27. Peter Gordon McInnis - Passed	27. Ed Newport – Melbourne Australia
28. Pyarli (Ali) Memon - Passed	28. Rick Page – St. John's Newfoundland
29. Felix Michna – Lethbridge, Alberta	29. David James Penny - Ontario
30. Barry James Morrison - Ontario	30. Ken Redpath – Passed Ontario in 2007
31. Gabriel Adepoju Onibokun	31. Jen (Shelton) Pheasant - Australia
32. Joseph Ajiboye Olagbaiye	32. Ken Shelton - PEI
33. Andrew Orr – Brampton	33. John Shippides – Fergus, Ontario
34. Ray Parfitt – Sechelt, BC	34. Jerry Jay Simons – BC Passed in 2019
35. Judy Anne Parr -?	35. Barry Smith - Abbotsford, BC
36. Jeffrey Charles Pearson – Ontario	36. Chris Smith - Cambridge, Ontario
37. Tony Piluso – Ontario	37. Joseph E. Sniezek – Sault Ste. Marie, Ontario
38. John Rapski - Ontario	38. Richard Stanley Spanik – Halifax, Nova Scotia
39. Grafton Ross – Ottawa	39. Dr. Prof Robert Sproule – Sherbrooke, Quebec
40. Patricia Sloan - Comox, BC	40. Terry Stanhope – Toronto Ontario
41. William (Bill) Warren Smith – Ontario	41. Gwyn Symmons - Vancouver
42. Ron Soeder - Kelowna	42. Glenn Peter Tunnock – Passed 2024
43. Tim Sookocheff – Passed	43. Kenneth John Whiteford – Woodstock Ontario
44. Ray Spaxman – Vancouver	44. Dave Witty – Nanaimo, BC
45. Dick Martin Steenstra: Passed Nov/20	45. John Christopher Wolfenberg – Passed in 2020
46. Patrick Sweet- Passed 2025	46. Ken Zahara - Edmonton
47. Evan E. Wood – Victoria	
48. Walter Roman Winnicki - Ontario	
49. Marjorie (Holder) Young	

1. Fraser Douglas Barnes

Born: 1946

Maybe Trenton, Ontario

Education

Graduated: May 30, 1969: BES: Hon. Urban and Regional Planning, University of Waterloo

Experience: RCAF

On February 6, 2026: Jeffrey Pearson - ideashop2015@gmail.com

Jeffrey says:

- Fraser's University of Waterloo, Planning Program was part of his RCAF Officer Training
- I lost touch with him after he graduated.
- So do not know how much time he spent employed in the Canadian Armed Forces.
- I have no idea where he is living these days.

Terry found the following references to Fraser Barnes:

December 16, 2025 at 10:05 am - In the article in the By Skies Magazine:

- Titled: "*RCAF to acquire six Bombardier Global 6500 multi-role aircraft,*"
- Fraser Barnes says: *Just for fun, I'll suggest that the 8000 be modified with an engine with the thrust needed to sustain supersonic flight.*
- *Now that would be a bench mark. BTW, to sustain one aircraft on line 24/7 usually requires a minimum fleet of three.*
- *I'd go from there. Great marketing tool.*

September 2025: - A Reference

- Facebook Google: Fraser Barnes:
- (2014) "*I had a severe stroke 11 years ago (2014), lost everything on my left side.*
- *Thinking about Douglas Bader and what he overcame and."*

September 18, 2025 at 1:07 PM - A Reference

- Fraser Barnes writes regarding CDR's article, of September 9, 2024,
- Titled: D-TA Systems Pitches Canadian Solution for Arctic Over-The-Horizon Radar Contract
- "*The decision to go with Australia is somewhat baffling.*
- *I can understand reasons for geopolitical reach at this point in time, and the fact that the Australians have experience in developing and operating several OTHRs.*
- *But D-TA presented a pretty solid argument for being the Arctic OTHR prime contractor.*
- *Without explanation to the public, one wonders what D-TA's deficiencies were and if there is an opportunity for them to make a major contribution to the Arctic OTHR project.*
- *On the surface it appeared to be the classic Canadian defense industry position, looking into a major CAF project from the outside as a foreign firm takes all the marbles, quite contrary to the stated policy of the current federal government.*
- *So, the question is: was D-TA given serious consideration but lost in a fair competition that considered a Canadian solution first?"*

AI suggests:

- Fraser Barnes is / was a maintenance manager for the CC-130H Hercules flight simulator in Trenton, Ontario, working with the Royal Canadian Air Force (RCAF).

As of 2025: some RCAF activity:

- Role: He is a maintenance manager for techs on the CC-130H flight simulator.
- He has commented on the transition of the H-model Hercules from Trenton and the introduction of new Search and Rescue (SAR) aircraft, noting the shift to J-models for SAR in that location.
- He has contributed to discussions regarding RCAF maintenance, the use of CH-147 Chinooks for evacuation, and the capabilities of various aircraft.

2. Stephen Bedford

Stephen Bedford MCIP, RPP, PLE (he / him)

122 Glenwood Avenue,

St. Catharines, ON L2R 4C7

T 905.688.2610

C 905.933.5439

Email: -sbc@stephenbedford.ca

Web: - www.stephenbedford.ca

Stephen Bedford says that:

- In 1966: Ted Cymbaly, John Gartner and he, started Waterloo at the same time,
- In 1969, he left Waterloo, moved to Vancouver and worked for the City of Vancouver Planning Department,
- In 1970, Ted Cymbaly and John Gartner graduated 2 years before him.

Education

University of Waterloo

1966 - 1972

- BES (Honours) • Urban & Regional Planning Activities and societies:
- Varsity volleyball & soccer
- Skills: Strategic Planning • Meeting Facilitation



Stephen Bedford from Landx Developments said that the new high rises will serve as a gateway into the community.
JULIA SACCO

Jobs

August 2011 ~ Present (14 yrs 6 mos)

President Stephen Bedford Consulting Inc.

Community Planner, Project Facilitation, Corporate Planner

2004 ~ 2011 (+7 yrs)

Director of Planning & Development Services, Town of Niagara-on-the-Lake

Lead a department of 20 professional and technical staff of the Planning Services, Building Services and Municipal Law Enforcement

2002 ~ 2003 (+1yr)

Vice President

Hardy Stevenson and Associates Limited

Lead the company's newly formed Management Consulting Practice focusing on Organizational Reviews, Strategic and Corporate Planning

Sept 1995 ~ July 2001 (5 yrs 11 mos)

City of Oshawa:

1. Commissioner of Community Services, and
2. Commissioner of Operational Services
3. Lead 2 newly restructured departments composed of 400 FTEs of previously independent departments:
 - 1st: Parks & Recreation, City Buildings, Municipal Airport, Fire, and
 - 2nd: then added Municipal Operations, Traffic and Transportation.

Sept 1985 ~ Aug 1995 (+10 yrs)

Commissioner and Deputy Commissioner of Planning & Development

City of Saint John, New Brunswick

Initially lead the Planning Services group,

Then was promoted to lead the Housing Group and Building Services Group, as well.

Sept 1977 ~ Aug 1985 (8 yrs)

Manager of Development

City of St Catharines

1. Provided leadership and managed the Development Group of 12 planning professionals and technicians.
2. Provided administrative and technical support

1975 ~ 1977 (+2 yrs)

Principal, Stephen Bedford Development

Provided development consulting services to individual developers that resulted in land purchases, subdivision approvals, and industrial condominium approval and construction.

1972 - 1975 (3 yrs)

Director of Planning

City of Pickering

Lead the Planning Department of 12.

1. Responsible for the final approval of the Official Plan and Secondary Plans
2. Responsible for facilitating the approval of policy documents and development applications that resulted in the approval of residential development which would house 25,000 residents, the approval of a Town Centre Master Plan and a Community shopping destination.

Oct 1969 - Jul 1971 (1yr: 10 mos)

Planning Technician

City of Vancouver

Provided technical support to the teams developing the Gas Town Plan, the False Creek Plan and the Downtown Plan

3. **Lynne Maureen Bricker**

Lynne Maureen Bricker - Passed

Born: April 27, 1946

Died: Ottawa: January 19, 2019 (72)

Wendy Wright and Susan Austen were good friends with Lynne.



Lynne was born and raised in Kitchener, but spent most of her career in Ottawa.

Predeceased by her parents Wilton (Witt) and Evelyn Bricker.

Lynne is survived by her brother Larry (Trudy) Bricker and nephew Shan.

At Lynne's request cremation has taken place; a private interment will be arranged in the spring.

As an expression of sympathy donation to the Epilepsy Canada would be appreciated by the family by contacting the funeral home at 1 (519) 743.890, or condolences at www.westmountfuneralchapel.com

On May 24, 2026, Susan Austen says that, at some point, Lynne bought a small residential complex in Ottawa and became a landlady.

November 16, 2006:

Lynne was a member of the *Greenspace Alliance of Canada (GAC)*

November 16, 2006: Annual General Meeting, Greenspace Alliance of Canada's Capital

Minutes of the Annual General Meeting of 16 November 2006 Honeywell Room, City Hall

Attendance: Members: Carol Gudz (Chair), Chris Szpak (Secretary), Lynne Bricker, Al Crosby, Cheryl Doran, Erwin Dreessen, Gert Dreessen, Theresa Jobateh, Thomas Kapler, Daphne McCree, Janet Panet, Joseph Potvin, Ron Rancourt, Bill Royds, Janice Seline, Juan P. Unger, George Wilson.

Some Agenda Topics:

1. Kanata Special Study Area (SSA):
Three appeals have been brought together by the Ontario Municipal Board (OMB) for a pre-hearing scheduled for Feb. 28, 2007.
2. Official Plan Appeals:
The OP Appeal Committee is in the process of resolving a number of issues: the holding provision of NCC lands; the extension of the Urban Natural Areas Environmental Features Study to 5 km beyond the urban boundary; the process of making minor adjustments to boundaries; and the protection of habitat of endangered species.
3. Development Charges:
The Alliance made presentations to Council along with other groups such as the FCA to insist that developers pay the full cost of development. Council ruled otherwise keeping the charges lower than wished for. The FCA will continue to actively monitor development charges.
4. Wildlife Festival to take place in April 2005.

December 17, 2003: Draft Minutes, Greenspace Alliance of Canada's Capital (GACC)

Some Agenda Topics

1. Adoption of Revised Alliance By-Law,
2. 2901 Lester Road Subdivision: considered an appeal to the OMB against it.
A January 30, 2004, National Roundtable on the Environment and the Economy (NRTEE) Workshop on Urban Development and the Environment:
3. The December 1 & 2, 2003: Leitrim Community Design Study:
4. The Alliance's Official Plan Appeal Status: re specifically on disallowing country lot subdivisions, extending the Urban Natural Areas Environmental Features Study to 5 milometers beyond the urban area, the meaning of "minor" adjustments in various provisions to be made to boundaries without amendment to the Official plan, and the lifting of holding zone designations without a zoning amendment regarding NCC owner property.
5. April 1, 2004, Wildlife Festival: The Alliance has registered for cost-free exhibit space at the Wildlife Festival in Carlingwood Mall. The Poets' Pathway Committee will work with the Alliance. Alliance Newsletter:
6. A 2004, Urban Design Study Workshop, National Capital Committee (NCC), Ottawa: as part of creating an Urban Area Master Plan for the urban lands outside the core area. Greenspace is not a major issue in this exercise.
7. 8480 Ashton Station Road: A Proposed Golf Course: It is an area of locally significant wetland which has been preserved by zoning; however, the wetland probably should have been complexed with nearby provincially significant wetland and been zoned accordingly. The point needs to be made to the City that wetlands are being improperly evaluated and that we don't want it to continue.
8. Kanata Compensation Lands: An agreement about compensation with lands outside the current urban boundary was approved by PDC. Some residents want the compensation lands to be forested lands inside the boundary. A meeting to discuss compensation lands was being held at the same time as the Greenspace Alliance meeting.
9. City Expenditure Review: A CD has been received holding the 1,300 page City expenditure review. It was decided that the membership review the document to see where items of interest to the Alliance might be threatened, and to think of alternative forms of taxation that could be proposed to the City.

November 1971

Lynne's Husband Colin May and Jen Shelton: Photo: Terry Crowe:
On the Niagara Escarpment west of Toronto,
Don't know where Colin is now: Jen is now in Australia.



1966: 60 Years Ago: A Mention of Lynne:

December 21, 1966: Canadian Statesman, Bowmanville, Ontario:

At Solina, Ontario: (north of Oshawa): "Mr. and Mrs. Will Bricker and Miss Lynne Bricker of Kitchener and others were Sunday visitors with Mr. and Mrs. R. C. Fraser and Family".

4. Johnny Carline

Address:

151 Cliff Drive

Metchosin, Victoria

British Columbia, V9C 4A9

Email: johnny.carline@gmail.com

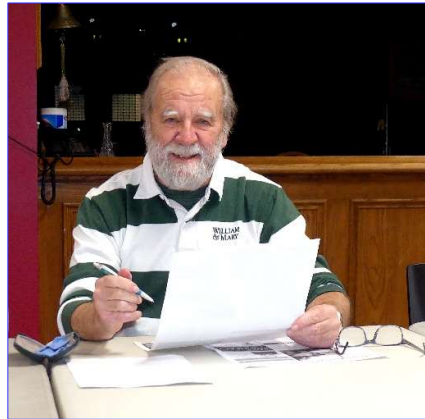
Education:

Graduated May 27, 1971, MA, Regional Planning and Resource Development, University of Waterloo

Thesis: Theoretical Issues in Factor Analysis for Community and Regional Planning.

Photo:

John says: A photo of me in the shirt of the University that my granddaughter attends (William & Mary).



Experience:

- Assistant Research Officer, East Midlands Region of the UK Ministry dealing with regional planning,
- Teaching Assistant positions at the Universities of Waterloo and Toronto in Ontario,
- Community Planner, City of Toronto,
- Policy Planner, City of Toronto,
- Manager of Policy Planning, City of Toronto,
- Associate Director of Planning, City of Vancouver,
- Chief Administrative Officer (CAO), City of Richmond, BC,
- 1997 - 2012: CAO, Metropolitan Vancouver (Greater Vancouver Regional District).

Awards:

- 2017 Metchosin Volunteer Group of the Year,
- 2019 Bahai Gratitude Award,
- 2020 The John Smithson Memorial Award for services to cricket.

Volunteer Activities

- Organizations on which I serve or have served:
- 2014 - 2018: Capital Region Housing Committee Member and Vice Chair,
- 2016 - 2025: Metchosin Muse (local newspaper): Editor/Co-editor,
- 2017 - 2024/5: Metchosin Community Association: President and various Executive Positions,
- 2020 - 2025 Metchosin Cricket Club: Non-voting executive, Metchosin User Group representative,
- Victoria and District Cricket and Umpires Association,
- 2025 Appointed to the Metchosin Board of Variance,
- 2025 Executive Committee Member, Metchosin Seniors Association.

What is your definition of "Community Planning"?

"Collective decision making about issues affecting a community's future, including physical, social and environmental issues".

Successes and Wins

Championing the concept of sustainability in urban and regional planning, in Metropolitan Vancouver and more broadly at conferences.

What would you do differently?

- I would be more political.
- I tried to clearly differentiate my professional role from the role of politicians, but now I think I could have been more influential, if I had been more overtly political, which at the time I thought was "unprofessional".

What should the Waterloo planning professors teach / do better?

- When I was at Waterloo, I somewhat looked down on the course taught by George Rich about the day-to-day life and responsibilities of a planner.
- In retrospect, I think it was one of the most valuable courses we had.
- A series of seminars using practising planners would be valuable.

What advice would you give planning students and those who want to be planners?

- Study economics, an area traditionally neglected in planning schools,
- Talk to / listen to practising planners and experienced elected officials as to their expectations.

How can the community planning profession be improved?

Focus heavily on:

- Economics,
- Urban Design, and
- The Process (e.g., public participation).

5. Wendy Wright Casden – See above

6. Valerie Cranmer

Address: 681 High Point Road,
Port Perry, Ontario, L9L 1B3
Cell: 1 (905) 244.2054
Email: valeriecranmer1@gmail.com

Education:

Graduated: May 28, 1970: BES Honours Urban and Regional Planning
Senior Honours Essay Topic: An Analysis of a Small Rural Community and Its Problems in the Waterloo Urban Fringe Area (Erbsville: no so small anymore: 136 residents in the study area)

Hobbies:

- I enjoy travelling and gardening.
- I have served on a number of Community organizations such as:
 - Habitat for Humanity Durham, North House (supports the Homeless in Durham Region), and
 - Township of Scugog Housing Advisory Committee.

Experience

- City of Waterloo (summer),
- 5 Years: Lands Directorate in the Federal Department of Environment,
- 21 Years: Region of Durham:
 - Director of Strategic Planning and Development, and
 - Acting Commissioner
- 25+ Years: Valerie Cranmer & Associates specializing in Rural Issues.

Successes:

- Environmental Building: The primary basis of all my planning work is environmental building on the philosophies gained at University.
- Oak Ridges Moraine Task Force: One example was my participation representing Durham on the Oak Ridges Moraine Task Force which implemented Professor Len Gertler's dream.
- Encouraging Environmental based Planning: I had the opportunity to encourage environmental based planning at the Regional and Provincial level during important changes to the Planning Act.
- Mentoring Planners: As an active member of OPPI and MCIP I was able to mentor numerous planners entering the field.
- Affordable Housing Projects: While I was at Durham I also became Director of the Durham Region Non-Profit Housing Corporation where I worked with the Province to provide affordable subsidized housing projects in 7 of 8 municipalities in the Region.

What Would You Do differently?

- I thoroughly enjoyed my work as a land use planner.
- My work at Durham gave me a thorough grounding in land use policy and non-profit housing.
- I was able to continue these areas successfully as a private consultant with both municipal and private clients.
- I also partnered with another planner from UofW, to assist municipalities amalgamating using consensus techniques.
- I believe that you should always try to be innovative, develop new skill and always accept new challenges.

How Can Community Planning Be Improved?

1. Planning has changed in many ways since I graduated.
2. From the emphasis of building new towns and housing forms to intensification and urban design it is difficult for me to accept the newer directions of the provincial government.
3. When I started, the Regions were being created to provide the long-term vision for communities.
4. Many Regions are no longer involved in land use planning.
5. The rural areas are being impacted greatly by the way that growth is now being managed.
6. More emphasis must be on protecting the environmental features and the farm land.
7. Much of the good work in Ontario in the last 50 years is being eroded and there is a need for stronger policies and legislation, if we want to be proud of the development of our country.

1996-1998: Valerie when I was President, of OPPI:



At the 50th Anniversary

Left to Right: Les Fincham, Barry Morrison, Valerie Cranmer:



7. Ted Cymbaly

Address: 57 Wintergreen Crescent,
Delhi, Ontario N4B 2W5, Canada

Education: Thursday May 28, 1970: BES: Hon: Urban & Regional Planning
General

- Some of Ted's classmates were: Stephen Bedford, Les Fincham, Chris and Don Fleming, John Gartner, Mike Koscec, Barry James Morrison, Judy Anne Parr, Tony Piluso and Andy Orr.

Experience

Around 1973:

- Ted became the first planner for Windsor / West Hants County, Nova Scotia.
- Also, in the early 1970s, other Waterloo Planners in Nova Scotia were:
 - Susan Austen, NS Municipal Affairs,
 - Mike Koscec, CMHC, Canada Public Works,
 - Mike Brown, Canadian-British Consultants, Halifax,
 - Rick Spanik, Pictou DPC in Stellarton,
 - Doug Foster, Cape Breton DPC, and
 - Terry Crowe, NS Dept Municipal Affairs and the Annapolis County DPC in Annapolis Royal.

All were first planners in and did some pioneering land use planning and plans, as a new NS Town Planning Act (which Reg Lang who later became a professor at York University prepared), required that all municipalities with zoning bylaws, to keep them, needed to adopt a Plan within two years.

This Provincial requirement enabled in the NS Department of Municipal Affairs to provide better cost sharing to municipalities and district planning commissions to hire their own planners to plan.

Ted Cymbaly, while with Windsor / West Hants County took on Fran Robertson, NS Municipal Affairs' lawyer (Robert Stanfield's niece), to try and persuade her to give municipalities more autonomy (e.g., discretion) in their planning and zoning bylaws. Fran thought that her job was to protect the Crown, as municipalities couldn't be trusted and didn't want to give them much more decision-making authority, particularly over discretionary uses.

Perspective: In the early 1970s, when Ted and others started preparing municipal land use plans, no one really knew what the table of contents looked like, so they had to figure it out.

1978 - 1987 (9 years) Senior Planner, City of North York

2019: Consultant, Urban and Regional Planner, Land Use Consulting Services, Toronto

Hobbies:

Ted scuba dives and has:

- more than 50 motorcycles,
- a 1995 Award Winning XJS Jaguar convertible (see below),
- a rare, highly sought-after collectible, 2002 WJR 100 Jaguar.

Is / was President of the Classic, Katana, Motorcycle, Association of North America

Below: Ted's Award Winning vintage XJS Jaguar:



Terry Crowe and Ted Cymbaly, August 9, 2023, London, Ontario



8. **Brian Dagneault**, BES, CIP, RPP

Address:

8435 Dayton Court,

Richmond, British Columbia V6Y 3H6

President, Dagneault Planning Consultants Ltd, Richmond B.C.

Cell: 604.220.2302

Email: brian@dagneaultplanning.com

Web: www.dagneaultplanning.com

Education:

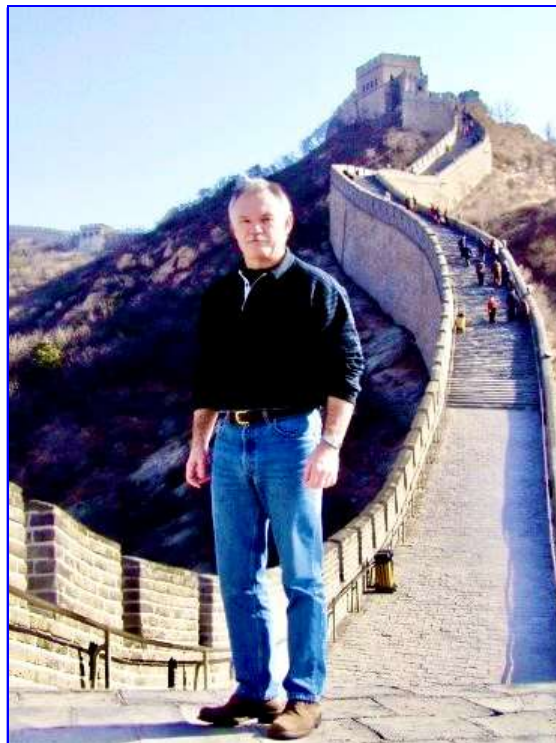
Graduated: Spring, 1972: BES: Honours Urban and Regional Planning, University of Waterloo

I graduated in the spring of 1972 – but just barely.

Wow: How To Graduate With Only 23.5 Credits – not 24!

I may be the only one of my classmates to graduate with only 23.5 credits, instead of the required 24.

- In February of 1971, I was playing for the Waterloo Warriors rugby team in the Mardis Gras tournament hosted by Tulane University in New Orleans.
- In the first 10 minutes of our first game against Palmer College, Davenport, Iowa (in 1897, the World's first chiropractic school (also in Port Orange, Florida). I managed to suffer an injury that broke 4 bones on the right side of my face.
- Repairs and recovery resulted in my missing much of the second semester of 3rd year.
- The Uni allowed me to complete my 3rd year courses, while I worked on my 4th year requirements.
- It was a significant workload compounded by being both the Captain and Coach of the Varsity rugby team and separating my shoulder on my birthday in September.
- Somehow, I managed to complete all my 4th year courses, as well as catch up on all the 3rd year course work.



In the summer, when all my friends were getting their graduation notices, I did not.

- A call to the Registrar, informed me that I would not be graduating as I only had 23.5 credits.
- A quick review with the Registrar of all my courses and credits confirmed this.
- Apparently, while I was recovering from my injuries, the School had decided to alter the value of the Planning 390 Course, from a full credit, to only a half credit.
- 390 consisted of two field trips which I had managed to complete before my Mardis Gras adventure but, as I was not at School for much of that semester, I was never informed of the change.
- Pleading with the Registrar to see, if there was any way he could find to let me graduate, he agreed to speak with my Undergraduate Advisor who was Professor George Rich.
- The next day I got a call from the Registrar who advised, *"They must really like you over there, because they're going to let you graduate with the 23.5 credits."* Thank you, Prof. Rich.

Thesis

- My thesis was about "Open Space in the Residential Environment".
- It gave me great insights and a lot of practical information that I have relied on throughout my career.

Experience

1972

- My first job out of school was doing body work on my fathers-in-law's old Ford F150.
- In 1972, there were not a lot of planning jobs for recent graduates.
- My experience was that there were many American draft dodgers (remember them) taking entry level jobs and getting them because many of them had years of experience, but would take entry level pay.
- Fortunately, the body shop owner knew the Reeve of Innisfil Township, south of Barrie who knew the President of Ainley & Associates.
- Ainley was just starting a Planning Department in his engineering firm in Barrie, and I became the second planner employed.

1974

- In the fall of 1974, I accepted a position as a Long-Range Planner for the District Municipality of Delta, BC (now the City of Delta).
- After a week, I became a 'Current' Planner, processing the mountain of development applications inundating the municipality.
- I managed to acquire 6 months experience 5 times in the 2.5 years at Delta.

1977

In 1977, I formed my own consulting firm. to serve the land development community, municipalities, corporate entities, as well as First Nations and other special interest groups.

The main focus of my consultancy work was managing land development projects for developers through the land development approval process and "fighting City Hall" on their behalf.

Projects included:

- low- and high-density residential projects,
- commercial developments of all sizes,
- industrial parks,
- master plans,
- expert witness reports and
- special assignments for various municipalities (e.g., parks and recreations studies, development processing analysis, highest and best use studies).

Assignments took me all over B.C. including Vancouver Island, Alberta, Ontario, Washington State, and Mainland China.

Award: Silver Medal for The Future Design for and by the City of Ganzhou, China.

How: Got a phone call, late on a Thursday afternoon that led to a flight to China at 2 am on Saturday and a meeting in the City Hall in Ganzhou China Monday morning.

What: A unique project was being a part of an International Design Team in a competition to prepare Master Plans for three different precincts in the City of Ganzhou, China.

The exposure to the Chinese “planning and redevelopment process” was an eye-opener.

The planning process was definitely top down. Consultants were chosen to produce plans without any concept of public or end user consultation. Since the government owned all the housing and renewal was the end game, everyone was relocated without any consideration of social networks or community relationships. Relocation was very much a ‘shotgun’ situation, where displaced residents were assigned a new home wherever they happened to have one. Whole communities were razed, and new ones sprung up and populated in a similar way.

Planned in Washington, USA

The experience in Washington state was also quite different:

- Development was considered more of a right, rather than the privilege it is north of the border.
- When attending a Public Hearing, the applicant more often than not is represented by a lawyer, not a planner.
- There seems to be just as much bureaucracy, maybe more, as I never thought I'd have to answer to the Army Corps of Engineers to complete a subdivision.

Top Successes

I'd like to think that any well designed and executed project was a positive addition to the complex matrix that makes up a community and improves the lives of those inhabiting it.

Not all of them were Rembrandt's or Le Corbusier's, but most provided a positive addition to the communities housing mix, commercial activity and places where employment opportunities could establish and grow.

Some were more interesting and impactful than others to be sure.

City Square at 12th Ave. and Cambie St. in Vancouver

Created a unique urban commercial shopping centre by integrating two heritage buildings into one complex:

- the 1908 Normal School, and
- the 1906 Model School.

Blending the preserved heritage features with sympathetic commercial spaces earned the project a City of Vancouver Heritage Award, as well as a prestigious award from the International Council of Shopping Centres for its innovative design:



(Source: Sun Commercial Real Estate Group)

The Kiwanis Senior Citizens Housing Society, Richmond, BC

The Kiwanis Senior Citizens Housing Society low-income seniors housing complex on Minoru Boulevard in Richmond created a landmark project that exceeded all expectations.

Taking an underdeveloped parcel occupied by two storey apartments and bungalow housing units, the combined efforts of the Kiwanis Housing Society, the City of Richmond and Polygon

Developments created, two 15 storey towers with 198 units of low-income seniors housing specifically designed to cater to senior's needs and support.



(Source: Richmond Kiwanis Senior Citizens Housing Complex - Brian Dagneault Planning)

The Simon Fraser University Gerontology Department

- The Department participated in studying the affected seniors throughout the redevelopment process from its earliest stages through to post occupancy.
- SFU created an "Aging Well @ Home" Study that provides insights into developing optimal, affordable housing and supportive, community-based environments for low-income older adults.
- SFU has presented papers on this study at conferences across the Globe.

What would you do differently?

I'm not sure what I would have/could have done differently.

- Consulting exposes you to a large variety of different types of jobs/development proposals in many different municipalities.
- I've worked for some clients for up to 15 years on one or multiple projects and some for only a few months.
- Some were wonderful to work for, some not so much: but it was all a great experience.
- Most days provided a new adventure or challenge, and the opportunity to travel to new cities and even countries.

I spent several years working on projects in the Seattle and Bellingham area in Washington state, a lot of time freezing my a** off in an Edmonton winter and interesting projects in wonderful spots across the B.C. Interior and Vancouver Island. Sometimes, you literally never knew where you were going to be in the next few days.

Three Current Planning Problems and Solutions

Brian has identified three planning problems and recommended solutions.

Problem 1: There's No Planning Consultant Chapter in PIBC and CIP

One opportunity that was a big miss was to create a "Consulting Planner" Chapter in CIP.

I was part of such an attempt many years ago, to give planning consultants a bigger focused voice.

The problem is that most of the professional planning organizations and many municipal, regional, Provincial, and even some Federal governments and their agencies focus primarily:

1. on the public sector planning and planners' needs, priorities and processes, and
2. ignore the private sector planning consultants' role, needs, priorities and processes, unless they hire them.

My experience is that the role, needs, priorities and processes of private planning consultants are usually treated, as an afterthought, if entertained at all, and too often discounted.

What the public sector and planners don't seem to realize is that, with all their focus on creating OCPs, area plans and no end of policies on how to build more resilient communities:

1. they don't implement those plans and policies,
2. they're only half of the full development story, process and players, and
3. it's the private side that heavily implements the public plans and policies.

To get to happiness and an OCP "build out", requires the private & public sides working better together.

Request:

Brian requests that PIBC and CIP host discussion forums to foster a better acceptance and understanding of Private Consulting Planner roles, needs, perspectives, priorities and processes.

Problem 2: No Requirement For A Developer to Have a Professional Planner Prepare Their Proposals

Private planning consultants have always found it very interesting that a developer applying to a municipality, or other entity:

1. cannot even consider submitting a proposed development application (e.g., rezoning, large subdivision) without having a qualified architect, civil engineer, landscape architect, arborist, ecologist and surveyor on the team, but
2. *are never required to have a qualified professional planner on the team!*

It seems that when it comes to the planning part, anyone can play planner (which seems to minimize the value of the RPP designation) and submit anything which must waste somebody's time, incur delays on both sides and cost money.

Smaller development proposals, could probably be processed without a developer hiring a qualified private planning consultant, although smaller applications are often submitted by the least qualified applicants which can frequently result in the municipal planner doing most of the applicants work for them.

However, larger more complex development applications aren't child's play, and, as much complexity and rigour are involved, a license private planner should be required to help prepare and process the application.

Request:

Brian requests that PIBC and CIP encourage planning authorities (e.g., municipalities) to encourage developers to have a professional registered planner manage and co-ordinate their proposals, to enable applications to be processed more professionally and efficiently.

Problem # 3: Poor Planner Attitudes and Roles

My personal experience, which has been confirmed by others, is that:

1. private sector professional planning consultants are often viewed by public planners, as the enemy and not as a partner, and
2. according to some professional municipal planners, professional private consulting planners do not provide any valuable input into and are not all that important to the planning and development process (again throwing into doubt the validity and value of the RPP designation).

A more cooperative and inclusive approach to melding the two parts of the development application process (a private development proposal and then its public review) is required to deliver an effective product.

Since both sides agree that no one owns all the knowledge, the goal is approve quality OCP compatible developments and both have necessary complementary roles to play, all this divisive nonsense should stop and be replaced by ongoing constructive discussions and a partnership approach.

Private sector planners would like public sector planners and staff to understand that, during the development application process:

1. some private sector push back and questioning of certain aspects of the development approval process can make a project better and more affordable by inserting real world experience, wisdom and limitations, and
2. if it were more collaborative, with more positive attitudes and more trust on both sides, it would result in better projects being approved in a more timely manner.

Request:

Brian requests that both the private and public planning sectors work to better appreciate and coordinate both their roles and expectations.

What should the Waterloo Planning Professors: do / not do? teach / teach? other?

54 years out from graduating I have no idea of what professors are teaching and what students want from their education at Waterloo.

In the Fall 1968, when enrolling in the School of Planning, I had no idea what "Planning" was or what I was getting myself into, but as I got immersed in the Program and soaked up all this new information and the planning ideas, I felt like I had made the right choice.

Three Planning Professors: Rich, Hertzog and Dorney

As part of that, a few professors made a bigger impression on me than others.

This is not to say that I remember any bad professors or classes (well maybe a 3-hour cartography class at 7 am on a Friday morning), but some spoke to me more directly than others.

The three I remember most were Professors, Rich, Herzog and Dorney and probably all for much the same reason (although only George also let me graduate). These three had all come from 'real world' experience:

- Rich as the Director of Planning for Winnipeg,
- Herzog from an architectural practice (and my senior paper advisor), and
- Dorney from working all over the world as a biologist.

Their perspectives seemed different, more grounded in the real-world application of what we were being taught with some great and often very entertaining anecdotes to go along with the message.

A Good Mix Of Professors

- My suggestion for the School would be to ensure that there was always a good mix of professors with a variety of backgrounds beyond academia.
- Nothing replaces real-world experience that can speak to real-world applications.

The Co-Op Program

- Along the same lines, I assume that the School has a thriving Co-op Planning Program that was just getting underway as we were graduating.
- The real-world experiences students gain from these employment opportunities would bring into focus what they would need to know and concentrate on to perform in jobs after graduation.
- Use that knowledge to extract the information you need from the courses offered.

If it's not there, talk to a professor about how to get it.

I'd hope that the debriefings they provide upon return to campus would inform the direction and materials taught in courses and provide a rationale for continual updating and evolution of the course material.

Exposure To Land Development

- Some exposure to land development, rather than just land planning would be very beneficial.
- Understanding the economics of development, not just private land development, but also community costs and how public and private projects get funded would help with figuring out what is doable and how things get done and not done.
- Teach "Development Proformas": This would significantly add a needed dose of reality to planning and implementing most public and private development concepts and projects because it would reveal the effect that planning policies have on the ability of the 'doers' to implement the grand plans.

Non-Planning Courses Help

I always felt that the non-planning courses which we were required to take like sociology, anthropology, psychology, economics and of course geography were very helpful in understanding planning theories and practical issues, from a different perspective and gave a deeper understanding of what was going on in a community.

Advice To Planning Students and Those Who Want To Be Planners

1. Get as broad an education, as possible and question everything.
2. Never accept the status quo, be a contrarian and free thinker, challenge the supposed givens.
3. Remember, at one point, the fact that the earth was flat was "settled science".

The first six months of my first real planning job was doing basic engineering, in the field and in the office until we had enough real planning work to keep me busy. That six months was as valuable to my career as any planning course. Planning requires teamwork and understanding other members of the team and seeing issues from more than one side is invaluable. A basic understanding of engineering, transportation planning, architecture, landscape architecture, demographics and various related disciplines will make you a better planner and you'll enjoy it more too.

Learn To Communicate in Every Format

1. Written reports, presentations, open house settings and informal gatherings.
2. Great ideas, concepts and plans which are poorly presented, may never be taken seriously.
3. Communication is a specific skill that needs to be taught and developed.
4. It should be part of the curriculum: with today's technologies, the opportunities are endless and should be taught and used to maximize the ability to inform.

Travel and Observe

1. Not always easy to do when you're a young professional starting out but do as much as you can.
2. Soak up new and different societies and built environments.
3. Pay attention to how they make you feel, talk to locals to find out how it all works.
4. That goes for the bad too, recognize what doesn't work.
5. Consider (when it's good) how similar concepts could be integrated into your work.
6. Similarly, get immersed in your own community and pay attention to the good, the bad and the ugly.
7. How do certain buildings, streets or spaces make you feel, how do others interact with them?
8. Planning can be very technical, but it can also just be a gut feeling.

How Can the Community Planning Profession Be Improved?

Creating better planners, which I presume is the purpose of this exercise, should give us better community planning professionals:

- Raise the profile of the profession
- Ensuring that the community understands the role and value of those planners would help.
- Being viewed, as "thought leaders" who understand the entire symbiotic relationships of communities, not just what gets built where, would improve the trust in planners and allow them to do their work and be viewed as unbiased practitioners.

The Public: Considerations

Probably not the most accepted or popular concept, but one concept that my years of experience has taught me is that the public doesn't often really know what they want. Not in any specific way.

They usually always know what they don't want.

In both cases, many of the public only focus on what is good for them personally, not what is necessarily good for the community at large. How could they?

When public engagement works, it is great and can produce wonderful outcomes but is usually only fully understood by those directly involved.

Public Hearings are almost universally attended by those who don't want something.

Change the plan/project and another group will show up expressing their displeasure.

I can't tell you the number of Public Hearings I've attended when a project has been presented that adheres to a recently adopted community plan of some sort after years of review and public consultation, only to find that a room full of the same residents who were engaged in the plan preparation process are now opposed to projects that implement the plan.

The Planner's Role

At this point, it is the professional planner's responsibility is to listen carefully to all the comments and maybe make some small tweaks around the edges.

It is not their job to cave to a rowdy, generally ill-informed group expounding on their own self-interest, which is generally not representing the communities, or the Plan would have presumably never been adopted in the first place.

The professional planner's job is not to pander or shrink from what they know is right and good for the whole community they serve.

Pandering or shrinking in hostile environments, counting votes and public backlash is the politician's job. You do yours and let them do theirs.

After all, good community planning can only be as good as the final decision makers allow it to be.

Brian Dagneault: On CIP's Website

Brian Dagneault is an experienced and accomplished professional planner who has provided planning and project management services to a wide variety of clients in both the public and private sector for over forty years.

He has worked on a wide range of urban development, land use and public policy assignments throughout the Lower Mainland, Vancouver Island and the Central Interior regions of British Columbia, as well as Alberta, Saskatchewan, Ontario, the State of Washington and Mainland China.

Through these varied assignments, Mr. Dagneault has developed a thorough knowledge of the diverse issues surrounding urban development including land use patterns and relationships, social and financial issues, transportation and environmental concerns.

His experience also includes the preparation of special studies and reports for Municipal, Provincial and First Nation governments.

Brian has proven to be an effective team leader assuming responsibility for coordinating an often diverse group of professionals while also organizing and managing various general public and stakeholder processes.

Brian has also received international awards for his work in urban planning and urban design.

Areas of Specialization: Commercial Development, Community Planning, Development Planning, General Land Use, Heritage Conservation, Housing, Public Process & Consultation, Zoning. (Source: PIBC Web).

Professor Saul Herzog Award Winning Home

Brian offers this link to Professor Saul Herzog's Award Winning Home

On Mar 5, 2026, Brian Dagneault sent – Professor Saul Herzog's Award Winning Home

- <https://themash.ca/realestategossip/2018/10/15-wood-dale-drive-st-catherines-ontario>

1976 Letters from Professor Saul Herzog To Brian Dagneault
Letter #1 – January 17, 1976

University of Waterloo



Waterloo, Ontario, Canada
N2L 3G1

Faculty of Environmental Studies
School of Urban & Regional Planning
519/885-1211

JAN 17/76

DEAR BRIAN

You're probably enjoying nice warm weather out there while we're having record snowfalls – mainly because I just gave my 256 class a project on snow.

I'm writing to you because I need a reference. I'm applying for tenure and I have to include some references on my teaching. If you would like to write one I would be very pleased – only I need it right now, (because of various confusions) – also if you have time let me know what you've been up to in B.C. and how the job turned out.

SAUL

Letter #2: from Professor Saul Herzog to Brian Dagneault - June 11, 1976

SAUL HERZOG
architect

38 Elgin Street, Waterloo, Ontario N2J 2R1

JUNE 11/76

DEAR BRIAN,

DON'T WORRY ABOUT THE LETTERHEAD. IT'S ONLY MY HOTSPRINGER PAPER. I'M STILL AT THE SCHOOL. MY APPLICATION FOR TENURE WENT THRU WITHOUT TOO MUCH TROUBLE, SO THANK YOU VERY MUCH FOR YOUR REFERENCE. I THINK I RECEIVED MY TENURE MAINLY ON THE BASIS OF STUDENT REFERENCES. NOW I HAVE THE SUMMER TO THINK ABOUT WHAT I'VE GOTTEN MYSELF INTO. I'VE NEVER THOUGHT OF A JOB AS PERMANENT BEFORE - MY 7 YEARS IN THIS JOB IS A RECORD FOR ME. I SEE THAT YOU DON'T BELIEVE IN STAYING AT ONE JOB TOO LONG EITHER. I THOUGHT THAT MUNICIPAL WORK HAD ALL THE LONG HOURS WITH EVENING COUNCIL AND COMMITTEE MEETINGS.

YOUR DESCRIPTION OF DELTA MAKES IT VERY APPEALING. NOW THAT I'M STAYING AT THE UNIVERSITY I SHOULD BE IN LINE FOR A SABBATICAL IN ANOTHER YEAR (I HOPE ALL THIS TALK ABOUT THE SOFT LIFE OF THE UNIVERSITY DOESN'T UPSET YOU) AND WAS POSSIBLY THINKING OF TEACHING AND LOOKING AT ARCHITECTURE (IF ANYONE WANTS ME) OUT IN B.C. FOR THAT YEAR.

I'M NOT SURE IF I PASSED YOUR REGARDS ON TO TONY, BUT I WILL NEXT TIME I SEE HIM. YOU SHOULD DROP HIM A LINE.

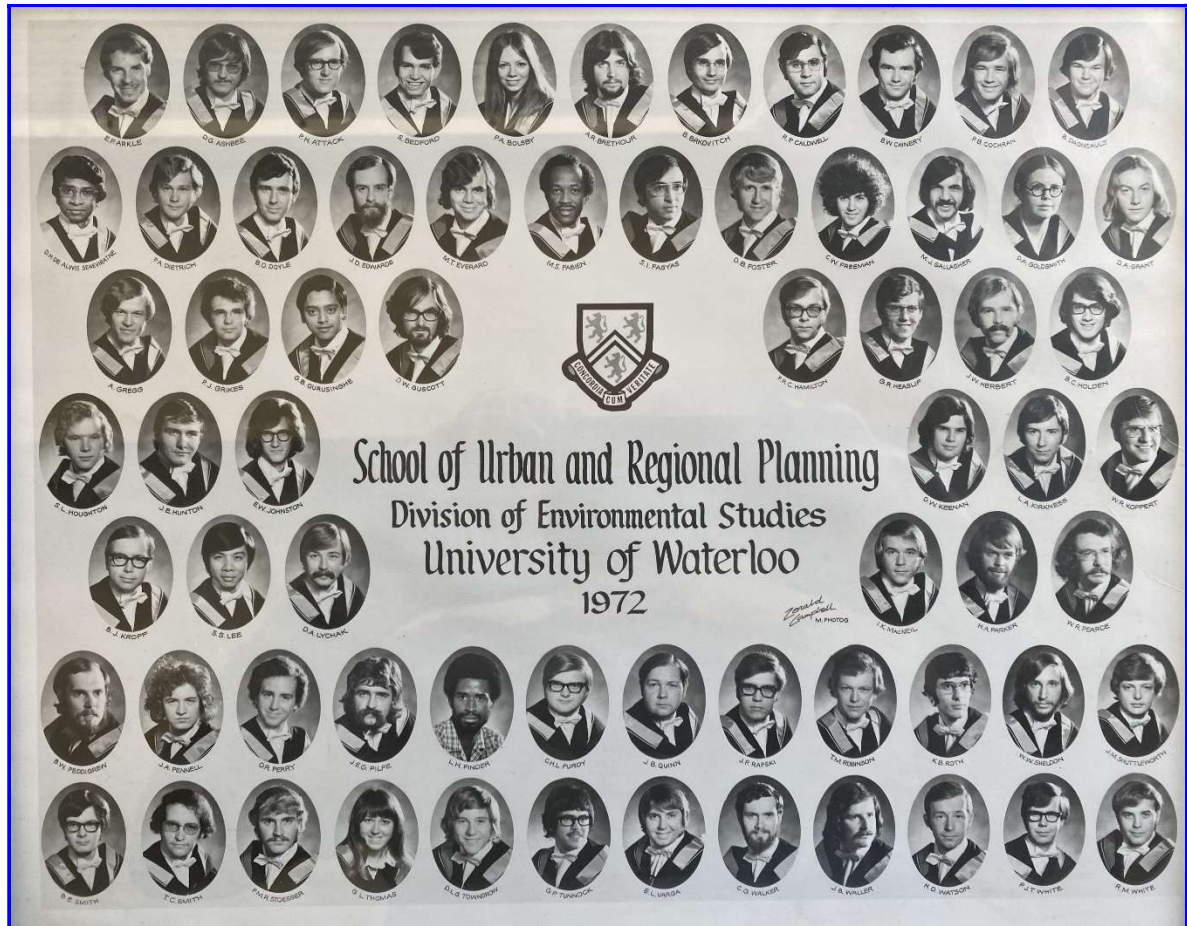
IF YOU TURN OUT ANY REPORTS RELATED TO DESIGN OR IF YOU COME ACROSS ANY NICE PROJECTS COULD YOU SEND SOME TO ME. I'M TRYING TO BUILD UP A COLLECTION AND ALSO GET SOME IDEA OF WHAT IS GOING ON AROUND THE COUNTRY.

THANKS AGAIN! SAUL

1972: Brian Dagneault has kindly supplied this 1972 Planning Grad Photo:

This was the 5th Planning Class (defined by the year of graduation):

- of the 24th Convocation, on Thursday May 25, 1972, and
- of the 25th Convocation, on Friday, October 20, 1972.



9. **Stephen Istvan Fagyas**

Stephen Istvan Fagyas 1947 – 2022

Education

1968 - 1974: University of Waterloo

- 1968 - 1972: Bachelor of Environmental Studies: City, Community and Regional Planning
- 1972 - 1974: Master's Degree, Urban Planning



With sadness and love, Steve's life ended peacefully at home on April 18, 2022 in his 75th year. He is survived by his wife and best friend, Shelagh Tippet of 46 years; beloved daughters, Ilona (Andrew Lue) and Anna (Tibor Acs); and adored granddaughter, Ella Lue. He is missed by his devoted family in Hungary and France.

He was born in Hungary.

1957: At 10, he started life in Canada as a refugee.

Steve had a rewarding career in planning and real estate development which provided wonderful experiences in Canada and globally.

With humour and intelligence, he had a passion for life!

He was blessed with many friends and family who loved and enjoyed him.

April 27, 2022:

A Service of Remembrance will be held Wed. April 27, 2022 at 1 p.m. at St John's York Mills.

Masks required. Condolences through [Legacy.com](https://www.legacy.com).

He has chosen Sunnybrook Foundation/ The Odette Cancer Centre (2075 Bayview Ave, North York ON M4N 3M5) for donations.



Experience

Owner:

- Commercial Focus Realty/Advisory Services
- Toronto, Ontario

2013: Saturday, February 2, 2013: Article in the Port Colborne Leader – Steve Fargas
By Luke Edwards: Re: Port Colborne approves Rosemount Estates draft plan

Port Colborne's council is sick and tired of waiting around while a developer is chomping at the bit to get going. "Let's cut the red tape and get this passed through," said Ward 1 Coun. Bill Steele, before moving to approve a draft plan of subdivision for Rosemount Estates.

On Monday night council approved a draft plan of subdivision for Rosemount Estates, a planned subdivision in the city's west end. The approval of the draft plan is contingent on a number of conditions being satisfied by the developers.

The long term plan for the development is an 850 unit subdivision with a mix of single family homes, townhouses and medium density apartments, but phase one will see: 14 single family homes, 45 townhouse homes, and 370 medium density units. There will also be a small commercial area in phase one.

"All we're asking for is some common sense planning," said Stephen Fagyas, from Commercial Focus Advisory Services Inc.

Fagyas said the developers are tired of delays to the project because of the red tape.

There are a number of issues that still need to be cleared up, but Fagyas said developers want to see a show of good faith from the city before they begin clearing everything up.

"The proponents are looking for a vote of confidence from council," said mayor Vance Badawey.

Issues that need to be addressed include:

- traffic studies for the Elgin and Steele streets intersection,
- environmental impact studies on the area,
- servicing studies, among others.

"The bottom line is that there were no negative planning parameters identified," Fagyas said, pointing out the subdivision is planned on an old industrial site and won't be taking away "pristine, agricultural land."

Another issue the developers are facing is access to the estates.

There was a proposal to connect Rosemount Avenue to Killaly Street, which would ease the pressure on the Elgin and Steele street intersection, the only other access. However, the Ministry of Transportation won't allow the extension because of a 1974 provincial order in council to put a tunnel under the Welland Canal and the city. "The MTO right of way makes it very, very difficult to provide secondary access for phase one," Fagyas said.

Mayor Vance Badawey has been in talks with MTO officials to get the order in council lifted.

However, there hasn't been much progress. "It was to no avail, we came to an impasse," he said.

The MTO has agreed to allow temporary access over the subject lands, but only for emergency situations. Fagyas said that will be enough for phase one of the development. Developers now have three years to satisfy all the conditions. If they're unable to they'll have to return to council to ask for an extension.

Excerpts from His Condolences

April 23, 2022 - John Simke

I worked with him at Price Waterhouse and then later when he was at Delcan.

A lovely person. A real gentleman.

April 23, 2022 - Colin MacKellar

I worked with Steve many years ago at Laventhol & Horwath and will always remember him as a genuine, energetic and fun loving colleague who was a pleasure to work with.

April 23, 2022 - Peter and Lucienne Weeks

Steve's warmth, friendship, compassion, humour, love of his family and respect of his heritage is an example for all.

April 23, 2022 - Adam Wilcox

Steve's fantastic enthusiasm and energy for each and every day matched with his magnificent roar and backhand winners on the tennis courts will be missed however never forgotten.

April 24, 2022 - Vince Paul

Steve was a true gentleman.

He was always happy to see you and find out what was happening in your life.

Steve always made you feel good as his positive energy was infectious.

April 25, 2022 - Larry Burko

I remember Steve from the University of Waterloo.

Always an upbeat person...always smiling and full of energy.

September 1968: Here's a photo from the student newspaper September 1968 freshman orientation.



April 25, 2022 - Jeff Horodyski

As the President of the Silverview Community Association and on behalf of our members, I wish to extend our deepest sympathy and condolences to all friends and family of Stephen.

Although Stephen stepped onto our board of directors only about one year ago, Stephen made an everlasting impression on the other board members and the surrounding community members.

Stephen helped us to make great strides regarding community issues.

He was tenacious with any task given and very knowledgeable in his profession which made him a formidable force to reckon with.

I'll never forget him saying that he never asked a question that he didn't already know the answer to.

Stephen was my friend.

I only wish that I met him sooner so that I could have known him longer. He will be sorely missed.

10. John Lesley Fincham

Education

- 1966 Midland High School
- 1967 - 1971 University of Waterloo
- Graduated: May 27, 1971: BES: Hon: Urban & Reg. Planning

Married Diana Dewar, from MMAH: they lived in Leaside.

Below: Wednesday, September 3, 2025

Left to Right: Mark Brown, Heidi Brown, Diana Dewar & Les Fincham



2025 Village Golf Tournament & BBQ Dinner

The Village Community Association, Niagara-on-the-Lake, Ontario

The tournament was expertly managed by the Niagara-on-the-Lake Golf Club, ensuring that all participants enjoyed a smooth and well-organized start.

Experience

April 11, 1977: Les worked for the Ontario Ministry of Housing and comments in "The Liberal" regarding a controversial proposed Newmarket residential subdivision on land zoned for high school and public school use, which the Ministry has already approved: Les doesn't think that the proposed development can be stopped.

May 26, 1986 - September 16, 1988: Director, Plans Administration Branch, Central and Southwest Ministry of Municipal Affairs, 14th Floor, 777 Bay Street, Toronto, Ontario, M5G 2E5.

2013: Donation: A Pair of subscriptions to Theatre Scarborough Music Series (\$132) by Diana Dewar and Les Fincham.

July 8, 2016 Retired: gives evidence at an OMB Hearing re an encroachment near 133 Toynbee Trail, in Scarborough.

December 2025: Les Fincham, also a member of the Niagara on the Lake Property Committee, said they talked about the issue on Tuesday night and said the issue wouldn't have too large an impact on them except when it comes to major events. They are still trying to decide what to do.

Les Fincham's Wife's Mother's Obituary

- Rachel Dewar (nee Cornett)
- August 2, 1923 - April 10, 2025
<https://www.familiesfirst.ca/memorials/rachel-dewar/5582629/>

Les Fincham's Wife's Brother's Obituary

- Brian John Dewar
- 1947 - 2020
<https://geraldasmith.funeraltechweb.com/tribute/details/966/Brian-Dewar/obituary.html>

Celebration of Life Video:

- As I don't know what Les looks like maybe he's him this video.
<https://geraldasmith.funeraltechweb.com/tribute/details/966/Brian-Dewar/memorial-video.html#content-start>

To Be Verified

- He's held significant roles in Ontario's provincial planning administration:
- Late 1980s: Director, Plans Administration Branch, for Central and Southwest Ontario within the Ministry of Municipal Affairs
- Regulatory Authority: He was responsible for signing off on official provincial planning regulations, such as those related to the Parkway Belt Planning and Development Act in regions like Halton and Burlington.

11. Ralph Christopher Fleming

Education:

- May 28, 1970: BES: Honours, Urban and Regional Planning, University of Waterloo,
- 1973: MA: Environmental Studies from York University:
 - Chris says that he pursued the MA, after he realized that his career would be greatly improved, if he could pick up more multi-disciplinary skills,
- 1976: Masters in Public Administration, University of Toronto:
 - Chris says: While at the UofT, I worked at Queen's Park in the Treasury and Municipal Affairs Department: as it was just across the street, his boss let him take off from work for the classes.



Chris Fleming (BES '70) has been involved with the University of Waterloo's School of Planning every year since he enrolled as a student in 1965.

"It was always hard to get into Waterloo and harder to graduate," recalls Fleming.

"However, the results of the efforts of those connected to the University of Waterloo make me quite proud to have been able to have graduated from an institution that has made, and continues to make, such a significant contribution in so many areas."



An Ottawa resident, Fleming was the one who kept the Ottawa Waterloo Planning Alumni together for more than 20 years.

He is currently semi-retired, and known as a successful real estate planner and developer who has an appreciation for the public good and of balanced development.

Fleming, a key fundraiser for the Planning School, has never turned down a request for assistance and has been an active member of the Pragma Council, a planning think-tank and alumni advisory body. He has lectured at Waterloo, mentored, and recruited many students.

His favourite memory while a student was a particularly difficult cartography class where many students worked together over the Christmas break to complete the course work. "We pooled our skills and helped each other until everyone had finished all the assignments," says Fleming. "This was a great lesson in team effort.....I still remember the late nights and pizzas, but we all made it and graduated."

Chris Fleming is a prominent real estate planner, developer, and dedicated alumnus of the University of Waterloo School of Planning.

Key highlights of his career and involvement include:

Professional Career:

- He is a semi-retired planner and developer
- Known for his focus on "balanced development" and the public good.
- Fed Bus Co-Founder: While a student, Chris and his twin brother, Don, co-founded what is now known as the "Fed Bus", a shuttle service designed to make it easier for students to travel home on weekends (e.g., Toronto, Waterloo).

Alumni Leadership:

- In 1970, he served as a Class Champion for the Planning Class.
- He has been a long-time member of the Pragma Council, a planning think-tank and advisory body for the University.

Mentorship & Philanthropy:

He has lectured at the University and is recognized as a key fundraiser for the School of Planning. He received a 50th Anniversary Alumni Award for his extensive contributions to the school community.

12. Donald Francis Fleming: Passed

Education:

- Graduated: May 28, 1970: BES: Honours, Urban and Regional Planning, University of Waterloo
- In 2008, he was honoured with the Distinguished Alumni Achievement Award for his contributions to the field.



On Mar 27, 2026, at 8:54 AM, Chris Fleming wrote of his brother:

- Don Fleming graduated from Waterloo in 1970.
- He went immediately into real estate, as the in-house planner for a Toronto based home builder.
- Over time, he put together a team to start his own home building company that was very successful.
- Don was married and had four children and remained in the Toronto area his whole career.
- Throughout his career, he was very committed to improving the School of Planning at Waterloo.

Some of his Major Achievements include:

- The Pragma Council: He established an Advisory Council to assist the Waterloo Planning Faculty by bringing together academics and practitioners to address emerging planning issues of importance to the School and the profession.
- He arranged the needed seed capital (\$125,000), membership and continuing focus of what was called The Pragma Council.
- This Council met twice per year at the School and continued in place for over 25 years.
- Don chaired the Council for its first 12 years.
- Don was instrumental in initiating the Alumni Annual Lunch at the Royal York hotel that grew over time to be a major annual dinner and fundraiser for the School.

Club Link Canada

After a major recession in the 1980's, Don disbanded his home building company and became one of the founding partners of Club Link Canada.

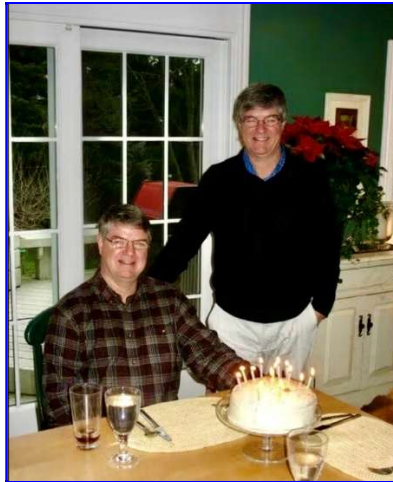
Like all of his endeavours, Don was very hard working, creative and successful.

Over several years, Don grew the Club Link portfolio of golf courses being responsible for the redevelopment of the courses and residual residential lands.

Don then moved to a consulting role assisting in development of retail plazas in Kitchener and other areas in Ontario.

He also was successful in obtaining approval, financing and construction of various residential and tourism oriented projects thru out Ontario

Sadly, Don passed too soon at age 63 from cancer.



The Don Fleming Award:

This undergraduate award, valued at up to \$1,500, is granted annually to third or fourth year School of Planning students who demonstrate strong entrepreneurial skills, creativity, and financial need. Preference is often given to students with career goals in real estate or urban development.

Don Fleming Pragma Council Award:

He is also the namesake of a Pragma Council award, which supports students in the Faculty of Environment who show academic excellence and a commitment to professional planning.

Professional Background:

Fleming's legacy in the private sector includes the establishment of Fleming Developments, a company now led by Ward Fleming that specializes in real estate development and consulting across Southern Ontario, including the Kitchener/Waterloo area.

Donald Fleming Obituary

Donald Francis Arnold Fleming With profound sadness, we announce the sudden passing of Don on June 22, 2011 after a courageous battle with cancer.

Beloved husband of Diane, incredible father to Mike (Jen), Sean, Ryan and Lindsay and adored grandfather to Grace and Paige, Don leaves a lasting legacy through his extensive family.

Through life, Don, the consummate gentleman, was a true visionary with a genuine spirit.

Forever remembered as an ideas man whose success was built on a foundation of integrity.

Sincere thanks to staff at Toronto General and Princess Margaret Hospitals.

Visitation will be held on Tuesday, June 28th at 10:00 a.m. followed by a funeral service at 11:30 a.m. at Oriole-York Mills United Church, 2609 Bayview Ave. Reception to follow at the Granite Club, 2350 Bayview Ave. at 12:30 p.m.

In lieu of flowers, a contribution in Don's memory to the Bill Cameron Esophageal Cancer Fund

13. Doug Foster - Waterloo 1966 - 72

Education

1966 – 1972 University of Waterloo

Graduated: May 25, 1972: Bachelor of Environmental Studies Honours Urban and Regional Planning

Volunteer Experience

- Board Member, Geomatics Association of Nova Scotia,
- Nova Scotia Accessibility Advisory Board,
- Chairman of the Board Civil Rights and Social Action.



Work Experience

1. New Dawn Enterprises
Planning Specialist
 Sep 2017 - Present 8 yrs 5 mos
 - Building better access to Community Data in Cape Breton, Nova Scotia,
 - Applying planning expertise to community building initiatives,
 - Engagement and collaboration with communities in community building.
2. Urban and Regional Planner
 - Oct 2016 - Present (9 yrs 3 mos)
 - Looking for new opportunity in planning or Geomatics or a combination of both.
3. Director of Planning and Development Control Town of Happy Valley-Goose Bay, Labrador
 Sep 2015 - Present (10 yrs 4 mos)
4. Principal Doug Foster
Urban and Regional Planner Consultant
 Jul 2012 - Present (13 yrs 6 mos)
 - Provided advice to a client on a major integrated residential development in Sydney River, including on a new road access, land acquisition, and conceptual site planning,
 - A professional planning witness in a major planning appeal,
 - Advice on subdivision proposals, land management and development.
5. Director of Planning and Development
Cape Breton Regional Municipality
 Mar 1995 - Jun 2012 - 17 yrs 4 mos
 Responsibility for a Planning and Development Department for the first Single Tier Regional Government in Nova Scotia (CBRM)
 - Supervision of a staff of 10.

- Responsible for Development Control, Subdivision Approval, administration of Land Use Bylaws, building Geographic Information Systems, Lidar imagery, orthophoto mapping, digital elevation models, land use mapping, and integration of many geographic datasets,
 - Prepared an approved Regional Plan, Land Use Bylaw and Subdivision Bylaws for CBRM.
 - Development of first political boundaries and Council Districts and three subsequent reviews including downsizing of Council size and redistricting of a downsized Council.
6. Executive Director, Cape Breton Metropolitan Planning Commission
Jan 1979 - Jun 1995 (16 yrs 6 mos)
- Head of a Planning Commission serving the City of Sydney, County of Cape Breton and six Towns within the County of Cape Breton Provided Planning services, Development Control, Building Inspection & Development Control
7. Coordinator of Regional Planning
Community Planning Division
Nova Scotia Department of Municipal Affairs
Jul 1975 - Dec 1978 (3 yrs 6 mos)
- Provided Regional Planning for, Hants, Cumberland, Colchester & Pictou Counties
8. Director of the Land Use Service Center, Provincial Planning Prince Edward Island
Jul 1974 - Jul 1975 (1yr 1 mon)
- Advice to the P.E.I. Land Use Commission on non-Resident Land Purchase Administration
9. Planner, Community Planning
Nova Scotia Department of Municipal Affairs
Jul 1972 - Jun 1974 2 yrs
- Feb 2018 - Present (7 yrs 11 mos)

The Accessibility Advisory Board:

- is tasked to develop and recommend, to the Minister of Justice, a strategy and implementation plan to achieve accessibility for Nova Scotians by the year 2030.
- is Developing Accessibility Standards to recommend to the Minister and has submitted its first report to the Minister.

June 4, 2014: News Article

Doug Foster, former Cape Breton Regional Municipality (CBRM) Director of Planning to appeal retirement case: PNI Atlantic News

<https://www.saltwire.com/cape-breton/former-cbrm-director-of-planning-to-appeal-retirement-case-5933>

14. John Alfred Gartner:

Origin: Conversations between John Gartner & Terry Crowe

- On: January 8: March 26 & 28: May 3 & 20 2026.

Address:

- 4 David Lowery Court,

- St. David's, Ontario L0S 1J1

Email: alisonhegarty@hotmail.com

Phone: 905.468.4886

Education

1965 - 66: Started in Geography, University of Waterloo

1971: May 27, 1971: BES: Honours Urban & Regional Planning, University of Waterloo

1985: Diploma: Public Administrations, University of Western, Ontario

1990: Executive MBA, Rotman School of Management, University of Toronto

1994 - 1995: 5th Planner-In-Residence, University of Waterloo Planning Alumni of Toronto (UWPAT)



Some History on the Origins of Waterloo's School Of Urban and Regional Planning

- Before 1962, geography was taught at Waterloo.
- In 1962, Ralph Krueger was invited to direct the establishment of Waterloo's fledgling Department of Geography in the Arts Faculty. Under his leadership, the department, with its strong interest in land use issues, environmental concerns and planning activity, grew rapidly.
- In 1962, the Geography Degree Program was launched in the Arts Faculty.
- In 1965, the Geography Department was renamed the Geography and Planning Department to more accurately reflect its "applied geography" approach to teaching and research.
- In September 1966, Len Gertler arrived and became the founding Director, School of Planning.
- In 1968, the Geography and Planning Department was split to create:
 - the Department of Geography, and
 - the School of Urban and Regional Planning. (Source: Sam Schmidt, Analyst in UW's Institutional Analysis & Planning office: Fri. August 11, 2006 in Waterloo's Daily Bulletin),
- From 1966 to 1969, Gertler was the head of the Planning Program.
- On July 1, 1969, Professors Kreuger and Gertler helped create new Faculty of Environmental Studies, into which Planning, Geography, Architecture and a new program called Man and Environment was added. (Source: The Waterloo Daily Bulletin: March 7, 2013).
- Along the way, they recruited Professor George Rich from Winnipeg and Norm Pearson, Fine Arts: Honours Town and Country Planning at the University of Durham, England; PhD in Land Economy and Ecological Planning, Institute of Advanced Studies in University of Cambridge.
- On September 1, 1969, the new Faculty of Environmental Studies began.
- From 1969 to 1972, Prof. Gertler was the Director of the School of Urban and Regional Planning.

Whose Idea was It To Establish Waterloo's Urban and Regional Planning Programs?

- John says that it was Dr. Ralph Krueger the Geography Professor's idea.
- John says that in 1962, Dr. Ralph Krueger, Geography Professor, came from Waterloo Lutheran University and had a strong interest in planning, applied research, resource management, applied ecology, the Niagara fruit lands, rural-urban fringe land use issues, regional economic development, environmental studies and local government restructuring.
- Ralph Krueger thought that planning, should be guided by "goal formulation, analysis, and a structured process.
- Professors Len Gertler and Ralph Krueger would periodically discuss their planning school ideas with John, as he was the 1st Planning Class "President" and with geography students.
- Previously, John had led a charge to successfully get rid of a nasty cartographer instructor.
- John says that Professor Krueger saw a need for more than just the current city planning going on: a need for urban and regional planning.

About Eli Comay:

- 1953: Metro Toronto had been created by the Province, as a senior level of municipal government to deal with unprecedented postwar growth.
- 1955: Comay began working in Toronto
- 1959 Comay lead the preparation of The *Official Plan for the Metropolitan Toronto Planning Area*, one of North America's most fully conceived regional urban plans: with Hans Blumenfeld
- From 1962 to 1966, Comay was the Planning Commissioner.

1969: worked on the Bowmanville Official Plan (east of Oshawa: now Pop: 60,000),

- Worked on the "New Town Concept" of Erin Mills and Meadowvale established by Cadillac Fairview and the Daniel Corporation (7-8,000 acres; 200,000 people: residential, commercial, industrial, parks, schools, uses),

April 1, 1970: worked for the Metro Toronto Planning Board: would resign in 4 years (in 1974).

- Went to Europe to get planning ideas,
- Got married.

1974: Chief Planner, Oakville,

1975: Director Long Range Planning, Oshawa: soon became the Acting Head of Planning,

1979: Curry, Coopers, Lybrand Management Consultant,

Fall 1980: Director of Regional Planning, Hamilton Wentworth Region,

1989: Planning Commissioner, Metro Toronto,

By 1990, John had Eli Comay's job.

1995 - 2000:

- Managed various Projects: Northern Dancer Charters, essential oils, planning consultant.
- 1994 - 5: Planner - in Residence, University of Waterloo.

April 16, 2000 – August 16, 2016: owner / operator of Simcoe Manor Country Inn at Niagara on the Lake, Ontario.

August 2016: moved to St. David's: eyesight was poor in 3rd year university: now worsening.

Memberships

- 1960/70: Member of the Ontario Association of Planning,
- 1986: President: OPPI established in 1986, as a unified, member-oriented provincial organization,
- September 1989: President of Ontario Municipal Management Institute (it accredited municipal professions),
- Member of Lambda Alpha International (society that connects land economic professionals),
- Worked on the Hamilton Harbour Remedial Action Plan,
- Member of Urban Design Committee for Niagara on the Lake,
- Was a Director of the St. David's Ratepayers Association,
- Speaker at a UN - CFM Conference in Shanghai,
- Toured Australia speaking at 5 capital cities about the Livable Metropolis (Toronto).

Note: 1994: Ontario Professional Planners Act: The planning profession in Ontario "came of age" with the passage of the Ontario Professional Planners Act on December 9, 1994: it gave the Institute the authority to regulate and protect the "Registered Professional Planner" (RPP) designation.

1976: Judy Parr: In 1976, in Cuba, John Gartner bumped into Judy Parr and they talked for an hour: she may have married a man from Yugoslavia: her father was a nuclear scientist.

Major Accomplishments

1. The 1990 report titled "*Towards a livable metropolis: challenges and opportunities in the greater Toronto area*," produced by the Planning Department of Metro Toronto where John was the Commissioner: (the principal author was John Livey): it received the top Planning Award from American Institute of Planners.
 - From A1: The 1990 report (and its subsequent 1991 discussion paper) was a seminal planning document for the Greater Toronto Area (GTA). It was produced during a period of rapid population growth and intense debate over the future shape of the region. Key aspects of this report and the, then, current 1990s planning environment include:
 - Comparison of Development Concepts: The report compared three main urban structure concepts for the GTA:
 - Continuation of Trends: A business-as-usual approach.
 - Intensification: Focusing growth within existing central areas.
 - Intermediate Approach" A hybrid approach focused on managing growth, encouraging "just-in-time" economic strategies, and addressing infrastructural constraints.
 - Focus on Livability and Sustainability: It emphasized "sustainable urban development"- a process of change in the built environment that fosters economic growth while conserving resources and promoting the health of individuals, the community, and the ecosystem.
 - Challenges Identified:
 - Rapid Population Growth: Fueled by high immigration, increasing the population of the region by 12% between 1991 and 1996.
2. Directed the preparation Official Plans for Oshawa, Hamilton, Toronto,
3. Became a "Kentucky Colonel" after making a presentation in Kentucky,
4. 2022 - 2023: Public Hearing: Red Hill Creek Expressway Hearings,
5. His outside of work activities: supporting OPPI; church involvement and volunteerism.

Lessons / Advice

1. Be strategic,
2. Know that you don't know everything (and hire staff to fill your gaps),
3. Follow your passion,
4. Work really hard,
5. Develop a thick skin, and
6. Be honest.

15. David Allen Good

David is a graduate of the:

- University of California, Berkeley (PhD and MPP in public policy),
- University of Pennsylvania (Masters in City Planning), and
- Graduated: May 30, 1969: BA: Urban and Regional Planning: University of Waterloo.

He has 30 years of experience:

- as a public servant working in Ottawa in the Canadian federal government.
- held several Assistant Deputy Minister positions in central agencies and line departments
- For 15 years, he was a Professor of Public Policy and Public Administration at the University of Victoria, teaching, mentoring, consulting, and researching.
- He's authored numerous publications and books on public policy and public sector reform.
- Now a plein air painter.

He's glad that he them then in that order.

Answers to the Planning Questions: See above sections.



Artist Now

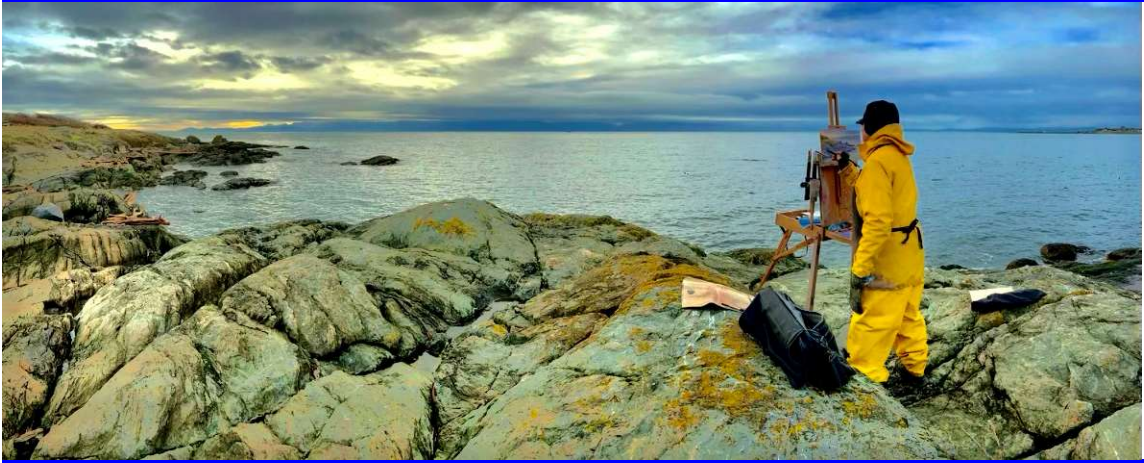
- I'm a Victoria based artist with an unrelenting fascination for painting from real life.
- I find great inspiration in what I see and feel in nature - the natural and built environment and human nature.

Hooked on plein air painting, I paint anywhere, no matter the weather, time of day or crowded setting. Oils are my preferred medium with subjects ranging from wild sea coasts, gentle landscapes, snowy mountains, wide open skies, busy streets, and quiet interiors.

Outdoors, I usually paint on small panels in one session to achieve a freshness and immediacy in my work.

In my studio I use these "plein air sketches" as a source of inspiration for larger paintings.

For me painting is a revelation, showing people a way of seeing the world; a process of representing three dimensions in two, and the passage of time in a single moment.



(Source: David Good)

I'm an Exhibiting Member of the Federation of Canadian Artists and a member of the mAlfs - a group of Victoria artists who paint outside each week.

I paint regularly with the AI Frescoes, a Victoria plein air painting group.

I participate annually in the Art Gallery of Greater Victoria Moss Street Paint-In and the Fairfield Artists Studio Tour.

I am a member of the Board of Directors of the Vancouver Island School of Art.

Exhibiting regularly at the Art Gallery of Greater Victoria, the Federation of Canadian Artists, and other local galleries, my paintings are included in private and public collections across Canada and the United States.



(Source: David Good)

I have taken numerous painting and drawing courses, workshops and private lessons with some of the top artists and teachers.

During my many travels I paint 'en plein air', be it adventures in my sailboat along BC's west coast or more distant excursions to England, France, Italy, Africa and China.

David is a plein air painter who finds great inspiration in what he sees and feels in nature. As an active member of the Federation of Canadian Artists his paintings can be seen online (www.davidgoodpainter.com) and at galleries in Victoria.

When not painting David can be found sailing, skiing, travelling, puttering around his coach house and garden in Rockland, or enjoying time with his family.



16. Donald Wayne Gordon**Education**

University of Waterloo: Graduated: Oct. 24, 1969 BA/BES Hon: Urban & Regional Planning
 1966 - 1969: residence at St. Paul's College

Senior Approving Officer/Senior Planner (Special Projects)

City of Abbotsford, BC

Sep 1989 - Present (36 yrs 5 mons).

May 2012: Senior Planner, City of Abbotsford

Planning Director

City of St. Albert

Sep 1973 - Aug 1989 (16 yrs)

- He was a key witness in historical annexation hearings during the late 1970s.
- Street Namesake: A street in the city was named Wayne Gordon in recognition of his 16-year career as a dedicated veteran of the City of St. Albert's administration.
- Mid 1970s: Planner, Edmonton Regional Planning

17. George T. Govier

Feb 6, 2026: George prepared the following:

George T. Govier, B.A., CD

Born: Owen Sound, Ontario

Birth Date: November 29, 1947

Address: 162 Alexandria Street

Kemble, ON N4K 0G2

Telephone: (226) 664-0922

Email: - sahutufgh@hotmail.com

Career Profile

First Nation Services

Capital Planning Studies

Environmental project management

Over 45 years' experience with environmental and natural resource management

Employment with government and the private sector in several provinces and territories in Canada

A project leader for several large developments requiring multi-disciplinary teamwork amongst land planners, engineers, economists and sociologists.

Education

- September, 1965 - Ontario Secondary School Graduation Diploma.
- April, 1968 - B.A. (Geography) Laurentian University.
- December 1971 - Graduate Studies (Regional & Resource Planning) University of Waterloo.
- 1974 - Constructive Citizen Participation Workshop
- 1975 - American Management Association-Presidents' Management Briefing
- 1975 - Leadership Course-Fleet School, CFB Halifax
- 1978 - Divisional Officer's Course-Fleet School, CFB Halifax
- 1978 - Sales Training Seminar
- August 1984 - Senior Officers Study, Royal Roads Military College.
- 1985 - STAR 2 - Staff Training Reserve Level 2, CF Command & Staff College
- 1987 - BPAC Phase 1 - Basic Personnel Administration Course, CFB Borden
- 1988 - BPAC Phase 2 - Basic Personnel Administration Course, CFB Borden
- 1988 - National Defense, Public Speaker's Bureau Seminar
- 1998 - Computer Courses - MS Office, Word, Excel, Internet, E-mail
- 2003 - Computer Courses - Windows XP Professional

CAREER

- 2014 - 2019: Co-ordinator, Lands, Resources & Consultation, Historic Saugeen Metis, Southampton, Ontario
- 1997 - 2010: Executive Director, SAHTU Land & Water Board, Fort Good Hope, NWT
- 1989 - 1996: Private Consultant Land Use Plan'g & Env. Mgmt, Westbank, BC (think Kelowna).
- 1988 - 1989: Townsite Planner, Canadian Parks Service, Western Regional Office, Calgary, AB.
- 1983 - 1987: Project Planner, Calgary Regional Planning Commission, Calgary, AB.
- 1979 - 1983: Private Consultant Land Use Planning & Environmental Management, Calgary, AB.
- 1973 - 1979: Regional Project Planner, Underwood McLellan & Associates, Calgary, AB.
- 1975 - 1993: Can. Forces: Naval Reserve Officer, Maritime Surface Operations & Persn'l Adm.

Employment

August, 2014 to December, 2019

Co-ordinator Lands, Resources & Consultation for Historic Saugeen Metis (HSM), Southampton, ON.

- Responsible for development and delivery of lands, resources, and consultation policy and procedures throughout Historic Saugeen Metis territory in southwestern Ontario
- Responsible for liaison with municipalities, government, industry, and HSM consultants
- Presented at Public Hearings and participated in meetings with various parties.

April, 1997 to July, 2010

SAHTU Land was established in 1994, by the Sahtu Dene and Metis Land Claim Agreement, in the northwestern Northwest Territories; the Sahtu Settlement Area is a 283,171 km² (109,332 sq. mi.): the Capital is Norrman Wells.

Executive Director for the SAHTU Land & Water Board

- Provided administrative service and advice to the Board with respect to organization, legislation, policy, process and regulatory matters for Land Use Permits and Water Licenses in the Sahtu Settlement Area of Northwest Territories:
- Instrumental in the development of procedures and guidelines for: evaluating Permit and License applications, preparing Preliminary (Environmental) Screening Reports, and establishing Rules for Public Hearings under the Mackenzie Valley Resource Management Act (MVRMA),
- It involved working with stakeholders in Land Use Permits and Water Licenses within the Sahtu Region, Designated Sahtu Organizations, other Boards established under the MVRMA, as well as federal and territorial government departments.

September, 1989 to September, 1996

Private Consulting in land use planning and environmental management Westbank, BC,

- During the mid-1990's, he served on the Central Okanagan Regional Advisory Committee for the B.C. Treaty Commission.
- Had experience with environmental and natural resource management for over 40 years.
- Was involved employment with both government and the private sector in several provinces and territories in Canada.
- He has been a project leader for several large developments requiring multi-disciplinary teamwork amongst land planners, engineers, economists, and sociologists.

1988 - 1989

Townsite Planner, Canadian Parks Service, Western Regional Office, Calgary, AB:

- Project Director for Lake Louise Action Plan Update.
- Project Director for Field Townsite Review.

1983 - 1987

Project Planner, Calgary Regional Planning Commission, Calgary, AB:

- Project Director for Bow Valley Trail Area Structure Plan (Canmore, AB).
- Village of Rockyford General Municipal Plan.
- Town of Okotoks Floodplain Land Use Policy.

1979 - 1983

Private Consultant Land Use Planning and Environmental Management, Calgary, AB:

- Prime consultant for BP Canada Sukunka Coal Project Socio-Economic Assessment,
- BP Canada Wolf Lake Project Socio-Economic Assessment.
- Medicine Hat Industrial Area Structure Plan.

1973 - 1978

Regional Project Planner, Underwood McLellan & Associates (UMA Group), Calgary, AB:

- Project Director for Medicine Hat – Redcliff Growth Study.
- Mid-Coast/North Vancouver Island/Queen Charlotte Islands Regional Development Study.
- Kelowna Community Plan.
- Sooke, B.C. Community Plan.
- Scenic Acres (NW Calgary) Annexation Proposal.
- Kananaskis Country Recreation Plan – Snowmobile and ATV Trails and Facilities.
- Recreational Aspects of the Oldman River Water Use Study.
- Granby Mining, Granridge Townsite and Feasibility Study.
- Townsite Location Alternatives (Nordegg, AB) Consolidation Coal Company.
- Elco Townsite Project (Elco Mining Ltd).
- The Polar Gas Project Socio-Economic Assessment Statement.
- Settlements of the Central Arctic-Keewatin Region: Community Profiles & Regional Hierarchies - The Polar Gas Project.
- Scenic Acres Annexation Proposal NW Calgary.
- Uranium City and District Planning Study Uranium City, Saskatchewan.
- General Development Plans for Carmacks, Carcross, and Teslin Lake, Yukon Territory.
- Review of Environmental Legislation in Canada (Petro-Canada).

1970 - 1973

Planner, Community Planning Division, Department of Municipal Affairs, Halifax, Nova Scotia

- Regional planning projects involving co-ordination with provincial departments & municipal councils.

March 1975 - September 1993

Canadian Forces - Naval Reserve Officer: with training in Maritime Surface Operations, and Personnel Administration.

- Enrolled March 31, 1975
- Executive Officer, HMCS TECUMSEH (Calgary) 1987-1989
- Canadian Forces Decoration (CD) 1988
- Employment and training at several locations across Canada.

Other Skills/Qualifications

- St. John Ambulance Standard First-Aid
- Workplace Hazardous Materials Information System (WHMIS)
- Contractor Health, Safety & Environment (HSE) Orientation Trans Canada Pipelines

Memberships - Bruce Trail Conservancy (Sydenham Bruce Trail Club)

Interests - Walking, hiking, hockey, football, military history, travel.

List of Project Experience - George Govier

1. 1995: Application to BC Agricultural Land Commission, McCulloch Station Pub
2. 1994: Business and Resident Opinion Survey Hotel Eldorado, Kelowna, BC
3. 1992: MacPherson Drive Subdivision Design Realty World, Oliver, BC
4. 1989: Lake Louise Action Plan Update, Canadian Parks Service
5. 1988: Field Townsite Plan Review, Canadian Parks Service
6. 1987: Town of Okotoks Floodplain Land Use Policy, Calgary Regional Planning Commission
7. 1986: Bow Valley Trail Area Structure Plan, Calgary Regional Plan Commission (Canmore, AB)
8. 1985: Village of Rockyford General Municipal Plan, Calgary Regional Planning Commission
9. 1980: Wolf Lake Project Socio-Economic Assessment, BP Canada

10. 1980: Medicine Hat Industrial Area Structure Plan, City of Medicine Hat, Alberta
11. 1979: Sukunka Coal Project, Socio-Economic Assessment, BP Canada
12. 1975: Kananaskis Country Rec. Plan, Snowmobile-ATV Trails & Facilities, Alberta Public Works
13. 1976: Water Use Study, Rec. Aspects of the Oldman River, Oldman River Reg'l Plan. Com.
14. 1976: ELCO Townsite Project, ELCO Mining
15. 1976: Mid-Coast/North Van. Island / Queen Charlotte Islands, Reg. Dev. Study, Province of BC
16. 1974: Review of Environmental Legislation in Canada, Petro-Canada
17. 1976: The Polar Gas Project, Socio-Economic Assessment Statement
18. 1976: Community Profiles & Reg'l Hierarchies, Settlm'ts of the Central Arctic-Keewatin Region
19. 1976: Scenic Acres Annexation Proposal, Nu-West Carma Land Developers, NW Calgary
20. 1976: Uranium City and District Planning Study, Saskatchewan Municipal Affairs
21. 1975: Sooke, B.C. Community Plan, Capital Regional District (Victoria)
22. 1975: Townsite Location Alternatives (Nordegg, AB), Consolidation Coal Company
23. 1975: Granridge Townsite and Feasibility Study, Granby Mining
24. 1974: Medicine Hat-Redcliff Growth Study, Medicine Hat Regional Planning Commission
25. 1974: Kelowna Community Plan, Central Okanagan Regional District, Kelowna
26. 1974: General Devm't Plans for Carmacks, Carcross, and Teslin Lake, Yukon Local Govt. Dep't.

18. Philip George Hoekstra

Retired in 2007: Wife: Mary

Address:

10-24 Griffiths Drive,
Paris, Ontario N3L 4C5

Home Phone: (519) 442-5826

Email: hoekstra103@gmail.com

Education: Graduate: Thursday May 28, 1970: BA: Geography, University of Waterloo

April 25, 2026 Talked with Philip and his wife Mary, for 30 minutes.

On January 22, 2026 Peter Keilhofer says:

He had a place up near Orillia on Lake Couchiching (Philip says it was his Mother's) and I went there, way back. We pass his Concession Road on the way to the cottage and I think of him every time.

Fact: December 7, 2025: Planning Advisory Committee, County of Brant, Brantford, Ontario
Phil Hoekstra, 42 Cobblestone Drive

- P. Hoekstra indicated that he and his wife are comfortable with the higher density development proposed, but noted their opposition to the reduced setbacks that the applicants seek.
- He further indicated that as development occurs on Cedar Street potential infrastructure improvements be considered, including improvements to the roadway, and to examine drainage matters in the area to avoid the issues that occurred during the development of Cobblestone Dr.

Fact: Moved to Paris, Ontario in 2007

2007: Presidents of the Kiwanis Club (Kiwanis = Algonquian "We build").

November 26, 2019 meeting of the Brant County Council Meeting

Phil Hoekstra and Chris Stewart, representing the Residents of Cobblestone Drive

Subject: Traffic Related Safety Concerns on Cobblestone Drive

Phil and Chris Request:

- 1) Change the speed limit of Grandville subdivision to 40 km/h throughout the entire subdivision
- 2) Installation of speed humps along Cobblestone Drive
- 3) Installation of permanent speed radar signs along the North side of Cobblestone where there are no property frontages
- 4) Install speed limit signs on break a way delineator post along the center of Cobblestone Drive
- 5) Temporary opening of Arlington Parkway
- 6) Recommend acceptance of motion from Councillor John Bell re. Cobblestone area.

January 9, 2025 - Phil as a member of the Kiwanis Club on Brantford, directed a 50/50 draw:



December 3, 2022 - In the Paris Independent - Phil and Mary Hoekstra



December 26, 2024

Kiwanis Club of Brantford Newsletter December 26, 2024

Meet at the Best Western Brantford Hotel & Conference Centre

Every Thursday at 12:00 noon

Below

Past President Phil Hoekstra made his offering of a "Christmas Memory"

- By telling his experience as a young lad with his Dutch uncles,
- From whom positive encouragement was sparse, and
- Around Christmas time, could result in a lump of coal as his only present.



19. Stanley Philip Hore – See above

20. Doug Houghton

Born December 1947 (79)

As of February 9, 2026:

Address

Box 1120, Beausejour

MB ROE OCO

Home: (204) 268-1027

Cell: (204) 268-5406 – (use the Cell)

Email: doughoughton47@gmail.com

February, 9, 2026: Terry talked with Doug for 1¼ hours and took these notes:

They didn't know each other before.

Doug was fixing the rad on his truck, as he's quite a competent mechanic.

We agree that Home Hardware staff are the best.

His dad was from Cookstown, Ontario (30 kms NE of where Terry grew up near Pipers Hill, Ont.).

Dad worked in a grist mill and built a house in Hespeler where Doug grew up.

Doug has say 4 kids: sons, daughters and step kids: all successful: many nearby

RE Pat Sweet's Passing: Doug said that Pat Sweet's wife emailed him (in 2024?) that he had died.

She didn't say the cause, but Doug said that he had gastric issues a long time.

Doug will send an email around what he died.

Doug and Pat Sweet went on Bruce Peninsula field trips

Doug was at Pat's wedding.

About Waterloo

- Doug first checked out the University of Guelph's Geography Program and found that they were out of touch.
- He liked maps, wanted applied geography, took cartography.
- In 1966, he started Geography when it became Geography and Planning Department.
- He like that Norman Pearson, Len Gertler, Bob Dorney had various working planning experience backgrounds.

Doug remembers:

- Valerie Cranmer, Lynne Bricker and husband Colin May, Wendy Wright, Roman Winnicki, John Gartner, Fraser Barnes (CDN Air Force), Dave Good, Pat Sweet: the first planner for Bramalea, Dave Witty and others.
- a Jane Stinson from Waterloo who was in Newfoundland, and
- a Neil Carrol (boyfriend?) who later planned in Pickering.
- Terry remembers being at some Waterloo reception when Jane and Neil were there too.

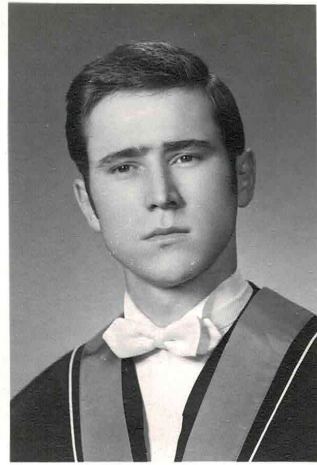
Had a Waterloo Indian professor with a heavy ascent who said "electric city" who meant "electricity."

Re Judy Parr:

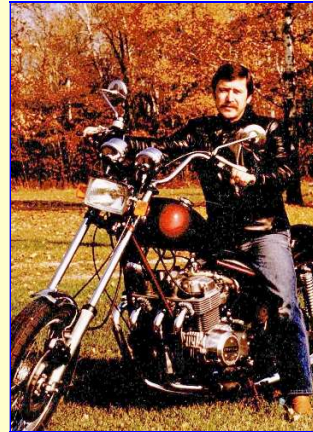
- In 1996, he went to Newfoundland with Judy Parr.
- At some point Judy became a member of the Parti Quebecois (separatist movement),

2005: He retired (21 years ago).

1969: 22



1985: 38



2011: 74



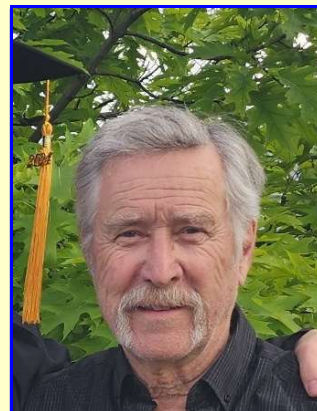
2023: 76



2025: 77
Rabbit Lake, Temagami
(100 km north of North Bay)



2024: 77



Manitoba:

1990 - Doug Houghton, Senior Planner, Manitoba Department of Rural Development

While working for the Province, he lived in Manitoba: Souris, Brandon, Dauphin and Beausejour

He preferred smaller planning offices because you got to do more, plan, plus you had the hammer: the authority to approving subdivisions.

At Brandon, they finally got those IBM Selectric typewriters with the ball: (TC they came on the market started on July 31, 1961).

Retired Manitoba Planner

Prior to retirement, he was a municipal planner for 36 years with the province of Manitoba.

Following retirement:

He was a member of the:

- Manitoba Municipal Board, and
- Regional Health Authority Board.

Summary

Doug Houghton is a prominent retired municipal planner & motorcycle safety advocate in Manitoba. He spent 36 years (since 1990) as a land-use planner and regional manager for the Province, primarily within Manitoba Intergovernmental Affairs.

Public Service:

Since his retirement, he has remained active in public service and advocacy:

He served as a part-time member of the Manitoba Municipal Board and has held roles with the Regional Health Authority.

Motorcycle Advocacy:

He is a leading figure in the Coalition of Manitoba Motorcycle Groups (CMMG), where he has served as President and currently holds the position of Treasurer.

Safety Campaigns:

He frequently represents motorcyclists at the Manitoba Public Utilities Board, advocating for fair insurance rates and increased road safety awareness, such as the "Look Twice for Motorcycles" campaign.

Leadership:

Held national-level roles, including a Director of the Motorcyclists Confederation of Canada (MCC).

As of 2024 -2025: Based in Beausejour, MB, he continues to be a vocal independent presenter regarding Manitoba Public Insurance (MPI) rate applications.

May 4, 2015

- Greg Puddifant, CMMG (Coalition of Manitoba Motorcycle Groups)
- I would like to thank Doug and all the executives and volunteers for the great job on the safety rally this weekend, thanks to the Legion and all the dealers for opening their doors for all the CMMG members, hope to see you all at our next general meeting on May 13 and have a great riding season

On October 21, 2024: Doug, speaking to the Manitoba Public Utility Board re insurance rates, says:

- I've been riding motorcycles for more than 56 years (1968) and have been a member of the Coalition of Manitoba Motorcycle Groups (CMMG) for about 28 years (1996).
- I'm a former president of CMMG and currently on its Board of Directors as Treasurer.
- I've been a motorcyclist most of my life and motorcycling is how I spend much of my spare time with family and friends.

On October 2016, Doug is speaking to the Manitoba Public Utility Board re insurance rates.

Since about 1996, he's been involved with the Coalition of Manitoba Motorcycle Groups (CMMG)

In 2016:

- he's serving as a Director and Past-President, CMMG),
- he has also been a Past Vice-Chair of the Motorcyclists Confederation of Canada (MCC).

I'm a retired municipal planner: a single parent with middle-aged children.

I've been a motorcyclist most of my life.

I'll be 70 years old in a few months and have been riding motorcycles more than 50 years (1966).

Like many of my era, our first rides were in our teens on motorcycles borrowed from our friends.

I was "invincible" then, didn't require training or a motorcycle license and never really thought much about insurance at the time.

In 1969, 47 years ago, I bought my first motorcycle and started riding on a regular basis.

Motorcycling is how I spend much of my spare time.

My girlfriend and I usually ride between 15,000 to 30,000 kms. a year on vacations, on weekends with friends and with adult children.

It's also how I often travel to visit my grandchildren.

My oldest daughter also rides, but finds it difficult to insure on a full time basis, and still manage mortgage payments, child care and other household expenses.

My oldest son sold his, no longer being able to justify the expense for the few times he is able to ride.

May 13, 2025

Careless driving the leading factor in motorcycle collisions in Manitoba

Date published: 5/13/2025:

Manitobans who ride motorcycles are among the most vulnerable road users in the province.

May is Motorcycle Safety Awareness Month, and Manitoba Public Insurance (MPI) wants more drivers to be aware of how quickly things can go tragically wrong on two wheels.

Between 2022-2024, MPI recorded nine fatalities and 434 injuries to motorcycle drivers and passengers in collisions on Manitoba roadways.

Careless driving is the number one factor in motorcycle collisions. The most common forms of careless driving that lead to multi-vehicle collisions involving a motorcycle are:

1. turning improperly,
2. followed by failing to yield right of way, and
3. following too closely.

In the past three years, careless driving has been the number one factor for both collisions caused by vehicle drivers and those caused by motorcycle drivers.

"We need drivers to stop the careless behaviours we are seeing that are causing collisions," said Maria Campos, Vice President & Customer and Product Officer at MPI. "Motorcyclists can be more difficult to see on the road as they can be obscured by other vehicles and can easily disappear into a driver's blind spot. Both drivers and riders need to give plenty of notice before turning, changing lanes or slowing down to give everyone more time to react".

"To increase driver awareness of motorcycles on Manitoba's roadways, we have launched a 'Look twice for motorcycles' campaign. Motorists should always look twice for motorcycles because of the fact that they are not as visible, particularly when making lane changes or left turns at intersections." Road safety is everyone's responsibility, a sentiment echoed by the Coalition of Manitoba Motorcycle Groups (CMMG).

Doug says:

"Drivers need to check mirrors and check before changing lanes – your window frame can hide an oncoming motorcyclist," said Doug Houghton, Director of the CMMG.

"Motorcyclists, you need to ride according to your ability and road conditions.

Ride like you are invisible and anticipate the potential movement of other vehicles at intersections and crowded highways.

Ride smart. Ride safe. The best safety equipment is under your helmet – use it!"

Collisions With Wildlife: While careless driving was the most common factor in motorcycle collisions in 2022 and 2023, collisions with wildlife was the second highest factor.

On average, over the past five years, motorcyclists under 30 years of age were involved in twice as many collisions as motorcyclists between 30 and 59, and males made up approximately 91% of motorcyclists involved in collisions.

There were 30,980 motorcycles registered in Manitoba in 2024.

There are a number of ways we can all work together to keep motorcyclists safe on the road.

For motorcyclists:

- Wear the right gear – an approved safety helmet, eye protection, jacket, pants, and boots,
- Try to be highly visible by wearing bright colours,
- Ride so that others can see you – headlight on and not weaving in and out of traffic so that you stay out of motorists' blind spots,
- Adjust riding behaviour to the road surface – if you are riding on a slippery surface, for example, slow your speed accordingly and adjust when making turns.

For drivers:

- Always look twice for motorcycles when changing lanes and at intersections to be sure there isn't a motorcycle in your blind spot,
- Watch for signals – it may be hard to see a motorcycle's turning signal so watch for other signs, like shoulder checking, which can indicate the rider is planning to change lanes or make a turn
- Follow at a safe distance – motorcycles may stop faster than other vehicles so four seconds is the recommended following distance. That should be increased at night or if it is raining.

21. Peter Keilhoferr

Education: 1966 – 1970: University of Waterloo

Graduated: May 27, 1971

Lives in: Toronto:

- Peter says: We were the first undergraduate class in planning.
- Gertler started the programme in 1967.
- I started in 1966 in Geography and then went into what was called Urban and Regional Planning.
- Most of the 6 courses each year were compulsory.
- I think we had one optional course: Economics, Political Science, Sociology and such.
- I think we had almost the same courses as your (Terry's) class.
- I graduated in 1971 after finishing my essay. I think some others did the same.



Comment

- Never really worked in Planning, so I can say that I did not make the World a better place.
- Conversely, I hope I never made the World a worse place.
- Never convinced that Planning makes the World better.
- I remember visiting Columbia, Maryland during our field trip and being concerned about the social engineering that was intended.
- At the time, I argued with Len Gertler about this.
- His response was that, if someone like me did not do the planning, someone else would and they probably would not share my principles.

Experiences:

- 1971 - 1978: First job: Canada Ministry of State for Urban Affairs, researching urban problems.
 - 1972: Keilhofer, P. and J.W. Parlour. New Towns: The Canadian Experience. Ottawa: Ministry of State for Urban Affairs, and
 - 1975: The Changing Canadian Inner City: Reg McLemore, Carl Aass and Peter Keilhofer, Ottawa: Ministry of State, Urban Affairs, Canada,
- In 1978: Central Mortgage and Housing Corporation (CMHC):
After the Ministry was dissolved because municipal matters were the purview of the Provinces, I joined the Central Mortgage and Housing Corporation to work on housing policy.
 - Here, I worked on the Social Housing Consultations and subsequently the Social Housing Negotiations which led to the transfer of social housing to the Provinces and Territories.
 - Administered the Community Services Contribution Program which was a \$400 million grant program replacing the federal Neighbourhood Improvements and Sewer and Water Infrastructure Programs. (It was pointed out that it is not difficult to oversee a program that just gives out monies).
- In 1986: Joined the Audit Division, Canada Mortgage and Housing Corporation, to set up the audit protocols and carry them out on the social housing programs turned over to the Province.
- In 1989: Joined CMHC's International Affairs Division, where I was the liaison for the:
 - Organisation for Economic Co-operation & Development (OECD) Group on Urban Affairs, and
 - UN Economic Commission for Europe (UN-ECE) Group on Housing and Urban Affairs.
- In 1991: I moved to CMHC's Ontario Regional Office to co-ordinate the Ontario - Canada Social Housing Agreement.
- In 1998: Retired.





February 15, 2026

Peter provides the follow comments:

"I think it was George Rich who said "A plan on a shelf is just a plan."

It was Norman Pearson as a guest lecturer who told us that, if we ever take a bribe, be sure it is a big one because you will never work in planning again.

This was said while he drove a Mercedes, smoked a big cigar and wore Gucci loafers.

I was never taught the Economics behind planning.

- *I think Planners should be taught how the Development Industry works.*
- *Zoning confers or takes away land value.*
- *For a developer, time is money.*
- *It is important that we understand what all the stakeholders have to undergo.*

The Suburbs are not as horrible as Planners think.

- *People chose it because that is what they want.*
- *When we first moved to Toronto, we checked out all the inner city neighbourhoods.*
- *Friends advised that we should determine whether we wanted morning sun or afternoon sun before purchasing.*
- *We chose a post-war suburb and get sun all day.*
- *Of course, this will not last because the 1,000 sq. ft houses, which were considered more than ample for a family of four are being torn down for monster homes or infill sixplexs.*
- *I appreciate the increase in our house values but will miss the sunlight and trees."*

22. John Stanley Leopold Koppel

Education: Graduated: May 30, 1969: BA Honours Urban and Regional Planning

Request

Felix Micha, 1969 Planning Grad asked Terry Crowe to find John Koppel a Planning classmate.

May 15, 2026 – Emailed the Nano Dept, University of Waterloo for info: – No response.

Here are some references to John Koppel:

(1) 2020 A Reference in a Relative's Obituary

June 27, 1933 May 2, 2020: In memory of Irene Louise O'Neill-Palmer: Guestbook

- John & Suzanne Koppel (Second cousin and spouse)
- Entered May 6, 2020 from Oakville, Ontario: To Frank, Kathleen, Kevin, Megan, Christine and your families, our thoughts and prayers are with you all at this time. We will always have fond memories of Irene's beautiful smile, zest for life and kind and warm loving heart.

(2) 2016 - 2017: John & Suzanne Koppel donate: Pg.28: Annual Report Georgian Bay General Hospital

(3) Here's John's Brother - Peter George Koppel's Obituary

Published by Ottawa Citizen on Jun. 15, 2013.

KOPPEL, Peter George

Retired Assistant Dean, Student Services, Telfer School of Management, University of Ottawa

It is with great sadness that we announce the death of Peter on June 9, 2013 after a short but very courageous battle with cancer.

Peter died in Midland at the Georgian Bay Hospital in the area he loved and where he spent his summers with his family and friends on Addison Beach and boating on Georgian Bay.

He leaves his loving wife and best friend, Ann (Chapman), his mother Barbara Koppel, his brother, John and his wife Suzanne, his nephew Robert and his wife Kerrie Koppel and their children Emily and Nathan, his niece, Jennifer and her husband Chris Kranjec and their children Noah and Julia and his brother-in-law Paul Chapman and his wife Sue.

He is predeceased by his father Leopold and his nephew Christopher.

He will be dearly missed by his beloved golden doodle, Teddy.

Peter is remembered fondly by his former students, Teaching Assistants and colleagues from the Telfer School of Management and dear friends in all the cities that he lived.

Peter was born in Toronto and moved to Evanston, Illinois when he was only four years old.

He returned to Canada to attend Waterloo Lutheran University (WLU) where he obtained his undergraduate business degree and then went on to receive his Masters of Business Administration from York University.

A diverse career included jobs in the Registrar's Office at WLU and Centennial College (Toronto), as well as senior management positions in the financial services industry.

In 1984, after teaching part time, Peter made the move to full time teaching.

He became the Director of the Undergraduate Program and also held the position as Assistant Dean, Student Services for the last 8 years of his career in addition to his full time teaching duties.

He was named one of the University's best liked professors by Macleans Magazine for eight consecutive years and in 2007 was named one of the finalists in TV Ontario's Lecturer of the Year Competition. Peter's accomplishments at the Telfer School of Management include the creation of the School's Mentorship Program for its first year students and the Mindtrust Leadership Program.

He was one of the founders of Beta Gamma Sigma, the honour society of AACSB accredited management schools, and was the co-founder and vision behind the School's student funded Career Centre.

He was a true leader who lived by the values of integrity, ethics, and social responsibility.

He espoused these values and he shared his life experiences in his teachings and he inspired countless students to strive to be the best they could be.

He led his Teaching Assistants for ten years in the management students' charitable organization, CASCO, performing in its annual fund raising show for The Children's Hospital of Eastern Ontario. Cremation has taken place and a private family service held. A celebration of Peter's life will be held at The Ottawa Convention Centre, 55 Colonel By Drive, 4th Floor on Monday June 24th at 1 PM. Reception to follow. Please wear bright apparel to recognize Peter's love of colour.

We thank the kind, caring nurses of 2 North at the Georgian Bay Hospital, Dr. T. van Rooyen for his compassionate care, the counsel of Dr. Danial Schechter and the support of Dr. David Kent. All helped to make Peter's final days as dignified as he deserved.

In memory of Peter, in lieu of flowers, the family would appreciate a donation to the Peter and Ann Koppel Scholarship for Excellence, care of the Development Manager, Telfer School of Management, University of Ottawa or to a charity of your choice.

(4) John's Father: Dr. Johannes Leopold Koppel Graduate Scholarship

A scholarship, valued at \$5,000, will be awarded annually to a graduate student registered fulltime in either the Department of Biology or the Department of Chemistry in the Faculty of Science.

The scholarship will be awarded to a graduate student on the basis of scholastic excellence.

Preference will be given to a student who demonstrates interest in biochemistry and/or molecular biology, who holds an Ontario Graduate Scholarship (OGS) or another major external scholarship that requires a matching or enhancement component.

If the match or enhancement becomes unavailable or a suitable recipient cannot be found, the funds will be paid out as a regular graduate scholarship.

The Faculty of Science will identify candidates and select recipients normally each Spring.

This scholarship has been established by John and Suzanne Koppel to honour the memory of John's late father, Dr. Johannes Leopold Koppel, a retired biochemistry professor in the Faculty of Science, at the University of Waterloo.

Annual gifts of \$5,000 will be made totaling \$20,000 to support this scholarship.

(5) Al Says

John Koppel is associated with the University of Waterloo primarily through his academic background and professional expertise in urban planning and sustainable development.

Education:

- BES, University of Waterloo.
- Post-Graduate: MA in Environmental Design (Architecture)

Professional Career

- Specialization: His work focuses on building healthy and sustainable homes, particularly within indigenous and remote communities in North America.
- Research Contributions: He has contributed to research regarding Nature-Based Climate Solutions, including studies on the impacts of historic storms.

(6) John's Father: The WAT Times November 2015

Published by the Retirees Association and the University of Waterloo,
Waterloo, Ontario, Canada N2L 3G1

- Barbara Koppel passed away October 8, 2014.
- Barbara was the surviving spouse of retiree Johannes Koppel who died in 1999.

23. Michael Koscec

Address:

66 Braid Bend,
Stouffville, Ontario L4A 1R7

Status: Retired

Education

- 1965 - 1970: Graduated May 27, 1971: B.E.S., Environmental Studies, University of Waterloo

- 1970 - 1972: MES: Environmental Studies, York University

Thesis: An Ecological Approach to Urban Park Design. An urban park was designed for Laurel Creek and its water shed using Ian McHarg's "Layer Cake" Mapping and Analysis Technique

1979 / 1980: I came across a picture taken at my house:



Now:



On Feb 7/26: Mike says:

Great picture (below) Barry!

I notice the famous Gertler scowl.

Very, very sad about Patrick (Sweet who died).

We exchanged emails just this past year about a couple of recent races (sailing): one that he just finished and the next one he was heading to.

I thought that with his adventurous lifestyle he would outlive all of us.

Condolences to Linda.

However, I just did an extensive Google search of obituaries, and nothing came up for Patrick Sweet in the last few years.

Experience

June 2015: Sold Entec Corporation to CCI Research

"With the sale of Entec Corporation, Michael Koscec and his wife retired spending 6 months at their home in Florida (on Sarasota Bay) and 6 months at their home at the Ballantrae Golf and Country Club, located about 10 minute drive north of Stouffville, ON."

1996 – 2015: President, Entec Corporation

- Measures employee engagement, organizational health and employee emotional wellness.
- Provides strategic management, human capital and leadership consulting.
- Provides leadership effectiveness training, ethics and organizational sustainability.
- Set up performance management systems to optimize organizational effectiveness.

Director, Marketing Services, Superior Propane

- 1990 - 1991 (1 yr)
- Developed marketing programs to increase usage of propane water heaters, propane furnaces and increase sales of propane household appliances and BBQs.

Vice President Marketing & Sales

Avstar Aerospace Corporation

- Apr 1988 to Jun 1990 (2 yrs 3 mos)
- Developed marketing programs to introduce a new self-contained breathing apparatus (SCBA) in the firefighter and mining sectors.

Manager, Marketing Training

Ontario Hydro

- May 1986 to May 1988 (2 yrs 1 mon)
- With my team we developed and delivered marketing training programs.

1972 – 1975 (3 yrs)

Halifax, Nova Scotia:

- CMHC Branch Office
- Department Public Works, Atlantic Regional Office, in the Maritime Life Building at the Armdale Roundabout.
- Lived at the corner of Spring Garden Road and Robie Street for the first couple of years.
- Then, built a house at the Head of St. Margarets Bay on a peninsula called Allen Heights where he and his family lived for three years before returning to Toronto.
- Sam Balcom
As a point of interest Sam Balcom (of Balcom Chittick drugs [later became Lawtons Drugs], who was also a federal Liberal MP for 10 years when Trudeau was prime minister) lived in the apartment right beneath us. When our first daughter was born, he kind of adopted us and became surrogate grandfather to my daughters. A nice memory. When we moved to the head of St. Margarets Bay, we came in every Saturday morning and visited with him.
In fact, named our second daughter after him-Sam (Samantha).

Note: Other Waterloo Alumni also in Nova Scotia:

From around 1970 - 1971, Susan Austen worked at the NS Municipal Affairs

From 1971 - 1973, Terry Crowe also worked at NS Municipal Affairs

BACKGROUND

- Dr. Bob Dorney was my mentor at Waterloo.
- His focus on ecology taught us to "consider the whole".
- In other words - Understand systems and consider all the linkages that make up a particular "ecosystem".
- Specifically, one needs to consider social, economic and environmental impacts when making planning decisions.
- I took this "systems thinking" approach in solving problems throughout my career and I attribute my business successes to Bob Dorney.

A BRIEF LOOK BACK

1970 – 1972

University of York

After Waterloo, I went to York University for my Master's degree in Environmental Studies.

1972 - 1975

Halifax:

- My first job was working for CMHC in Halifax
- Then three years later I moved to Public Works Canada, as the head for the Federal Land Management Program, for the four Atlantic provinces.
- This was an exciting time because I was involved in leading major housing and land development projects where we actually applied social, economic and environmental considerations in the final design of the projects.

Toronto

After five years I received a promotion to Toronto, to head up the Federal Land Management Program in Ontario.

After a couple of years, I started to become frustrated when I saw the political interference that took place in planning decisions.

As a result, I slowly migrated from planning into business.

Business Career

I applied systems thinking to business that interestingly enough was rife with “silo” thinking.

In most corporations, everything was organized and run in silos where one part of the organization didn't necessarily know what other parts were doing.

In addition, managers seemed to be oblivious to how their decisions and policies affected employees.

Early on in my business career I had opportunities to apply systems thinking to improve organizational performance.

As a result, I quickly climbed up the corporate ladder and ended up as president of several companies.

In addition to focusing on the business side, I became increasingly interested in the degree to which employees were emotionally committed to their work and to the organization.

Employee Engagement

To make a long story short, this led me to create analytical tools to measure employee engagement and employee mental health, because I recognized that in our “brain economy”, employee engagement was strongly linked to their mental wellbeing.

Two different things but part of a larger interconnected system.

HOW I IMPROVED SOCIETY

My Own Business

After testing and successfully applying these tools, I left the corporate world and started my own consulting company specializing in performance management by increasing employee engagement and improving employee mental health.

After five years, we had a portfolio of clients (some Fortune 500) in high-tech, health care (hospitals), retail and education.

How did I improve society?

My company had a profound impact on the overall wellbeing of thousands of employees while improving the performance of their organizations.

Most employees spend about 8 hours a day, that's one third of their day at work.

By creating work environments where employees were happy and healthy, improved their overall quality of life both at work and at home.

As a result of this work, I was asked to speak at major conferences across North America: Toronto, Calgary, Vancouver, Los Angeles, Chicago, New Orleans, Philadelphia and many others.

I documented our work in the book "Energizing Organizations" that was number 5 on Amazon's best seller book list for over one week.

To this day, many of the company presidents with whom I worked are close friends.

PS: As an aside, it seems that in Ontario, development has been completely high jacked by politicians.

What happened to planning?

What happened to the planning profession?

What do planners actually do?

From 2026: Michael Koscec

Around 1979 / 80:

At Mike Koscec's House

Left to right:

Barry Morrison, Mike's wife Debby, the Koscec' dog Jake, Mike Koscec on the floor.

Back row: Marilyn Kratzman, John Gartner and his wife Vera.

In front on the floor: Cathy Morrison and Peter Kratzman:



24. Peter Helmut Kratzmann - Passed

Obituary: March 15, 1946 - March 15, 2026 (80 years old)
Midland, Ontario

March, 18, 2026 - Notice of Peter's Passing:

On Wednesday, March, 18, 2026

From: Morrplan <morrplan@aol.com>

Sent: Wednesday, March 18, 2026 4:52 AM

To: tcrowe@telus.net

Subject: Peter Kratzmann

Terry, I regret to advise that Peter passed away while on a trip to Peru and the unofficial time of passing was last Sunday while in his sleep. There are no details at this time.

As you may know and have on record, Peter left the planning school in 1968 I think taking a general BA and then attended Osgoode Hall Law School. He subsequently had a successful legal career and always maintained an interest in planning related matters. He was a childhood friend of Bill Smith's (long before UofW) and as per his last email to you he much enjoyed the company of Ray Parfitt when Ray was in the Toronto area. He was a close friend since UofW with Bill Smith, Roman Winnicki, John Gartner and myself. I hope I am not missing someone. He did attend the last reunion at UofW. He always had time for a UofW planning school grad or colleague.

Once the sensitive time has passed I should be able to have one of his daughters contact you with further information.

/ Best Regards / Barry Morrison

March 15, 2026: Peter Helmut Kratzmann Obituary

We are sad to announce that on March 15, 2026, at the age of 80, Peter Helmut Kratzmann (Midland, Ontario) passed away.

Leave a sympathy message to the family on the memorial page of Peter Helmut Kratzmann to pay them a last tribute.

He was predeceased by: his birth mother Hertha; his parents, Ursula and Heinz (Elva); and his grandparents, Willy and Sophie.

He is survived by: his daughters, Vanessa Kratzmann Campbell (John Campbell) and Meredith Kratzmann (Giovanni Capriotti); the mother of his children Marilyn Coert; his granddaughters, Lydia, Grace Campbell and Lulu Capriotti; his stepchildren, Kaitlyn Kertucki (Justin) and Ryan Hillier (Veronica); and his aunt Lydia.

Donations can be made in lieu of flowers to the Multiple Sclerosis Society of Canada.

<https://www.echovita.com/ca/obituaries/on/midland/peter-kratzmann-21295556>

Planner: Legal Professional Corporation

Education

- 1965 - 68: University of Waterloo: BA Geography and Urban Planning.
- 1968 - 71: Osgoode Hall Law School: obtained his LL.B.
- 1973 - Called to the Bar
- March - 1973: Member of the Law Society of Canada

Experience

May 2017 - Present 8 yrs 9 mos

Lawyer in the Kawartha Lakes (Bobcaygeon) area

- Mobile 519-532-2481
- Canada 954-702-5745
- (226) 242-0427

Email: phkratzmann@gmail.com

February 5, 2026 - On Thursday, February 5, 2026 Peter emails Terry Crowe and says:

"What a pleasant surprise to hear from you Terry and with such a treasure trove of email addresses from classmates we experienced over 50 years ago when there was no internet or mobile phones.

My condolences to Pat Sweet's family.

I would have picked him to live a very long life.

Ironic that we had a Good and a Sweet in the same class.

A Reunion?

Will one or more of us seize the opportunity to hold just one more reunion?

In a location accessible by Canes, walkers, and wheelchairs.

FaceTime and Zoom attendance might also be beneficial.

I would pick February 29, 2028, as that's an extra day we can reassemble but, as it's at the end of February, it's still too cold in Canada but not out of the question for a comprehensive hotel location.

I would volunteer to help plan a reunion.

About Me

To update you on my circumstances, I can say that I count my blessings every day including health and family and the choice my Dad made to immigrate to Canada, rather than New Jersey when I was just 8.

While not in perfect health, I am still able to travel extensively.

In fact, I leave my condo in Fort Lauderdale in three weeks (TC: around February 26, 2026) for a 12 day cruise to Peru followed by 3 weeks of travel in 4 South American countries before flying to Toronto from Rio.

Great to catch up and looking forward to hearing from many others in this distinguished group."

Peter Kratzmann

Earlier Emails from Peter Replying to his Classmates Chris Fleming and Ray Parfit.

On Friday, November 6, 2020, at 11:06 PM (5 years, 4 months and 12 days from March 18, 2026)

Peter Kratzmann phklaw@rogers.com wrote:

Reply to Chris Fleming and Ray Parfit.

Along with all of you, I was saddened to hear Dick being taken by cancer.

My condolences to his family and closest friends .

This series of emails is the silver lining to the bad news it started with.

We are communicating with each other and giving further substance to the reunion we missed back in June.

Looking at the list of messages, I found an opportunity to reconnect with Parfit, and Morrison with whom I have already exchanged emails over past 24 hours.

I will contact Gartner, Koscec and Smith tomorrow.

Last time I saw most of them was Vera Gartner's funeral (2009) and that must be like 15 years ago already (TC: it was 11 years ago).

Peter Kratzmann

Mobile 519-532-2481

Canada 954-702-5745

Florida no. Where I am hiding out.

(Left for law school after three years in 1968 so I didn't graduate with most of you)

Experience

Since 1974, after 43 years in Toronto, St Catharines and Woodstock.

Started a law practice in Kawartha cottage country,

A mobile, on-line and an in home office practice.

Concentrated on General Law, Real Estate, Wills, Estates, Family & Criminal Law, Barrister, Solicitor, Notary, Barrister, Solicitor, Notary, Mediator

I will try to apply my mediation training and experience towards resolving client legal problems, with referrals to specialized litigators, if mediation does not lead to a full resolution.

Volunteering

Sep 1995 - May 2005 (9 yrs 9 mos)
 Board Member, United Way of Oxford County
 - Spent 2 years as campaign co-chair
 - Several years as President and VP

Author: Peter Helmut Kratzmann:

- September 1, 2023: IMMIGRANTS TO CANADA: Stories of Our Multicultural Immigrants. Kindle
 - November 3, 2023: HEXAGON: The Life of Cam Cunard in Four Novellas, Kindle
- The write up about Peter, the author is below:

Born in war torn Germany during the first year following V-E Day, May 8, 1945, Peter Kratzmann experienced an unusual early childhood. Scarcity of food was overshadowed by the loss of his mother when he was only six weeks old. Raised by his father with the constant help of his grandparents, Peter suspects he was spoiled by them. At the time of his father's second marriage in 1950 he was a difficult child who came down with every type of childhood illness.

He adapted well to his stepmother who turned him into a healthy, well behaved child by the time he entered grade one.

Only a few years later he relocated to Toronto, Canada through the immigration of his parents. Peter quickly assimilated into the Canadian way of life while his parents worked long hours and provided their only child with an enabling middle class environment. An excellent high school education at a new school north of Toronto, including artistic and athletic activities, prepared him for his chosen university program of Geography and Urban Planning, at the University of Waterloo.

In 1968 he began his Bachelor of Laws studies at Osgoode Hall and followed that up with marriage in 1969.

His call to the Bar coincided with the birth of a daughter in 1973. A second daughter in 1977 found

Peter already relocated to St. Catharines in partnership with a classmate from that city.

For forty-five years his busy and fulfilling career as a general practice lawyer with an emphasis on civil and criminal litigation, proved too busy to further his interest in writing the great novel.

It was only after he retired in 2018 that time was devoted to almost daily writing of the short stories of Canadian immigrants that are contained in his first published volume of fiction titled Welcome to Canada.

25. Ian MacNaughton – See above

26. Wayne McEachern

Home: (416) 226-4273:

Cell: (416) 788-4273

Email: wlmceachern@sympatico.ca

Education

1966 - 1969: BA (Geography) Planning & Geography, University of Waterloo



Manager, Policy Planning & Urban Design

City of Vaughan

1994 to 2010 (16 yrs)

Vaughan (Maple), Ontario

Planner, Program Manager and Policy Project Manager

Ontario Ministry of Transportation

1986 to 1994 (8 yrs)

Toronto, Ontario, Canada

Communications Policy Analyst

Communications Policy Studies Manager

Ontario Ministry of Transportation and Communications

1984 to 1986 (2 yrs)

Toronto, Ontario, Canada

Project Planner and Planning Studies Manager

Ministry of Municipal Affairs and Housing

1978 to 1984 (6 yrs)

Toronto, Ontario, Canada

Planner and Policy Planner (environmental, heritage, special studies)

First Official Plan

Halton Region Planning

1975 to 1978 (3 yrs)

Planner and Development Control Planner

Borough of York

1969 to 1971 (2 yrs)

27. Peter Gordon McInnis – Passed at 51

From: Woodstock, Ontario

Born: 1943

Education: Oct. 24, 1969, MA: Regional Planning & Resource Development, University of Waterloo

On March 27, 2026, Joe Sniezek said that Peter worked as a consultant on a cultural and theatre study and passed away not long after.

On April 20, 2026, Joe further advised that:

- Peter lived in Rosedale, Ontario
- His wife worked for the City of Toronto.
- They had 2 children.

On April 23, 2026 Joe Sniezek, found Peter's Obituary in the Library:

MCINNIS, Peter Gordon — On Saturday, November 19, 1994, age 51, with courage from cancer. Loving father of Martha and beloved husband of Roda. Dear brother of Paul and wife Judith Nicoll, Patricia and husband Tom Borman, brother-in-law of Avan and Ron MacPherson. Dear uncle to Erin, Colen, Kathryn, Stephanie, Sarah and Keilan. Predeceased by his parents, Reta and Donald McInnis of Woodstock, Ontario. The family will receive friends at the "HUMPHREY FUNERAL HOME — A. W. MILES CHAPEL", 1403 Bayview Avenue (south of Eglinton Avenue East), from 7-9 p.m. on Monday. Service in the Chapel on Tuesday afternoon at 2:30 o'clock. Cremation. In lieu of flowers, remembrances may be made to Mount Sinai Hospital Foundation -Sarcoma Research, 600 University Avenue, Toronto, M5G 1X5.

Peter's Wife Roda



Education:

- B.A. in Political Science from the University of Toronto
- MA Community and Regional Planning, UBC
- In 2000, she attended the Kennedy School of Government's Program for Senior Executives in State and Local Government at Harvard University.

Experience

Tuesday, October 5, 2010 Topic: Customer Satisfaction Surveys

Roda McInnis, Contractor, Program Manager, Institute for Citizen-Centred Service (ICCS)

At the Institute for Citizen-Centred Service (ICCS), a not-for-profit organization created by the three orders of government in 2005, Roda McInnis Contractor's responsibilities include:

- managing two national councils:
 - the Public Sector Service Delivery Council, and
 - the Public Sector Chief Information Officer Council.

She has also been involved with coordinating Taking Care of Business, a series of national surveys of Canadian businesses to research expectations and levels of satisfaction with government services.

Previously, Roda held various executive positions with:

- the Province of Ontario,
- the Ontario SuperBuild Corporation,
- the City of Toronto as:
 - Director of Corporate Projects,
 - Director of Management Consulting, and
 - Director of the Amalgamation Office.

April 12, 2012: Roda McInnis. "*The Toronto Amalgamation: Looking Back, Moving Ahead*".

It examines the 1998 merger of the Municipality of Metropolitan Toronto and its six constituent municipalities (Toronto, Etobicoke, Scarborough, North York, East York, and York) into a single-tier "megacity".

It analyzes the political, financial, and service delivery impacts of this provincial restructuring.

Background: The Ontario government mandated the amalgamation, taking effect on January 1, 1998.

Purpose: Proponents argued it would create efficiency, reduce duplication, and lower costs.

Outcome: The IMFG's "Legacies of the Megacity" research suggests that the results were complex, with financial savings not fully realizing initial projections while significantly altering local governance.

Peter's Daughter Martha

Education

Bachelor of Management and Organizational Studies from Western University,

A Graduate Certificate in Corporate Communications from Seneca Polytechnic,

Ongoing studies at the University of Toronto since 2019.

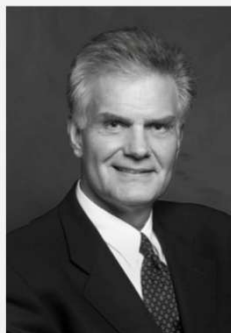
Experience

Martha McInnis is an experienced communications professional currently serving as a Senior Vice President at Edelman since June 2017, following previous roles as Vice President within the same organization.

Prior to Edelman, Martha worked at Linklaters from December 2014 to December 2016, where responsibilities included America's PR & Communications Manager and Global Communications Manager. Martha began her career at BMO Financial Group, holding positions from Public Relations Intern to Public Relations Manager between January 2008 and January 2015.

Peter's Brother Paul

About Paul McInnis



Concentrating on family litigation, negotiation, and mediation services, Paul McInnis serves the Toronto community as a Partner at MacInnis & Nicoll.

Mr. McInnis has been practicing law since he was called to the Bar of Ontario in 1979.

Continuing Legal Education (CLE)

Outside of his duties as partner at his firm, Paul is an avid supporter of continuing legal education. He has been a presenter at a number of different CLE events, predominantly speaking on his concentration of family law.

Paul McInnis has spoken on Conduct of a Family Law Trial, 6 Minute Family Law Lawyer Program, Advanced Drafting for Lawyers, and Conduct of a Divorce File.

In addition, Mr. McInnis has served as Chair and Co-Chair for such CLE events as the Annual Family Law Summit, Marriage Contracts, and Creating Enforceable Agreements, and in partnership with The Advocates' Society, he was the Chair of Conduct of a Family Law Trial.

Also, Paul is a member of the:

- Advocates' Society.
- Canadian Bar Association, and
- American Bar Association.

He has presented at the American Bar Association Annual Meeting on Comparative U.S. / Canada Analysis Re: Pension Division on Marriage Breakdown.

Prior to providing family law services at McInnis & Nicoll, he completed a Family Law Mediation Certification with CDR Associates of Boulder, Colorado.

Since 1996, he has been a Dispute Resolution Officer in the Family Law Division of the Superior Court of Justice.

For his legal contributions in both education and at his practice, he has been recognized as one of Canada's leading family law lawyers for the past five years by Best Lawyers in Canada (Copyright 2011 by Woodward/White, Inc., Aiken, SC).

He can be reached by phone at 416) 362-1354, or E-mail at pmcinnis@mcinnisandnicoll.com.

Paul's Wife Judith Nicoll, also a lawyer:



In 2023, she and husband Paul were again recognized by Best Lawyers in Canada.

This recognition has now been in place from 2006- 2023.

They thank our colleagues for their ongoing support.

McInnis & Nicoll is pleased to provide family law services as well as family mediation and family arbitration to people hoping to find cost efficient and intelligent paths to resolving their disputes.



April 27, 2026: Status:

Attempted Contact with Paul McInnis, Peter's Brother

At 1:30 pm, April 27, 2026:

I talked with Peter's brother Paul's former Legal Assistant who said that

1. He was retired, and
2. She would let him know that I wanted to talk with him.

No response. Terry

28. Pyarali (Ali) Memon Obituary: Evolved planning in Africa and New Zealand

Born: January 10, 1946 in Mombasa, Kenya, in humble surroundings.

2011: Won New Zealand Planning Institute Gold Medal Award

Died: November 12, 2019 (73)

Born: January 10, 1946

Education:

- High School: He was able to go to high school only because he excelled academically.
- 1968: Honours Geography, University of East Africa, now Nairobi (place of cool waters)
 - He then accepted a Canadian International Development Scholarship
- October 23, 1970: MA, Regional Planning and Resource Development, University of Waterloo
- In 1974: a PhD in Geography from the University of Western Ontario in London, Ontario
 - His dissertation was entitled: "Mercantile intermediaries in a colonial spatial system: wholesaling in Kenya, 1830–1940."

PhD: During its writing he and Farida got married.

After, he decided to return to Kenya.

For Career, see Link

- https://www.researchgate.net/publication/350328660_Obituary_Pyarali_Ali_Memon_January_10_1946-November_12_2019

29. Felix Michna

Notes:

- J. Jay Simon (4th Planning Class) also worked in Lethbridge early in his career.
- In early 1980s, Terry Crowe never met Felix but considered working in Lethbridge but went to work for Saskatchewan Rural Affairs, in Regina.

On March 29, 2026 Felix writes:

Hello Terry,

I'm attaching my 'life as a planner' stuff for your project.

It's fairly general, but I tried to highlight the items that I recollect best.

I'm too far away from the planning world to offer suggestions on how to make improvements to the profession.

These days I'm trying to decide whether or not to add to my oil stocks or to take up skiing.

Feel free to parse this material in the categories that you think fit best.

All the best, Felix

Education

- Graduated: October 24, 1969: B.A. (Hon) Urban and Regional Planning, University of Waterloo,
- 1975: M.Sc. (Forestry) University of Toronto,
- 1989: M. Public Administration, Queen's University.

Award

Recipient of Wilfrid R. May Scholarship for Career Development, Province of Alberta Heritage Scholarship Fund

Definition of Community Planning

"Community Planning" to me is respecting the individual interests of people and ultimately determining if there is a common cause.

I've worked in the public and private sector, but my best experiences were in the volunteer world. The time I spent with the First Nation's band in Fort Smith was a great experience. The issues of individuals that spoke with me were put in plain terms: "I'm unemployed"; "I'm afraid of some of the men here"; "the young people don't have anything to do" etc. These grass roots issues were critical in coming up with some good ideas for the future of their community. We took many months to go through this process, but the time spent was worth it. In the end, 'this' community plan project resulted in a focus on economic and social issues, probably very much different than the community plans that define most Official Plans and other municipal plan documents. Just my perspective.

Let me add one other thing from my experiences:

- Planners will find their work and life more fulfilling, if they can spend some time volunteering in other environments, including other countries.
- The planning world in Belarus and Peru (where I've spent time in both) is a lot different than Port Moody or Orillia... it won't be waste of their time.

Career Related

1971 - 1977: (6 years) Edmonton Regional Planning Commission

Planning advisor to several municipal councils in the Edmonton area:

City of Fort Saskatchewan, City of Leduc, Town of Devon, County of Parkland

1977 – 2007: (30 years) City of Lethbridge

I was invited to establish and run a new City Planning Department in Lethbridge.

- 1977 - 1995 (18 years) City Planning:
 - Organized and set up the department with new positions;
 - Advisor to City Council on planning matters, growth policies, major annexations, and
 - Advisor to Municipal Planning Commission: subdivision and development appeal board, etc.
- 1995 – 2007 (12) Head, Real Estate and Land Development Operations:
 - The City became involved in residential, industrial and commercial land development.
 - I headed up a new Department to undertake this work including: planning, servicing and marketing properties

2008 - 2014 (6 years) Stantec Consulting Ltd

- Completed work on Master Recreation Plan, Williams Lake B.C.,
- Team member in completing development plans for several eastern Saskatchewan, municipalities,
- Team member in facilitating public engagement process for South Saskatchewan Regional Plan,
- Headed project report to resolve development issues between building industry and the City of Medicine Hat.

April 2015 - 2021 (6 years) Municipal Government Board Member (now The Land and Property Rights Tribunal)

- I was appointed to this provincial board in 2015.
- This entailed acting as Presiding Officer and Chair of the Composite Assessment Review Board.
- The three person tribunal heard assessment appeals on major commercial, industrial, and residential buildings and properties.
- Responsibilities also included: hearing annexation arguments and making recommendations to the Provincial Cabinet; holding hearings and deciding on intermunicipal dispute matters, holding hearings and deciding on certain subdivision appeals.

Volunteer Work

I've been a volunteer for a number of organizations.

I'll just mention the one that has a "planning" connection

2002 - 2008 (6 years) Canadian Executive Services Organization (CESO)

- September 2003. (A four-week project) Advisor to Chinese government on an urban design project for a new satellite community in the City of Liuzhou, Guangxi Province, China
- January - July 2004 (part time project covering 6 months) Assisted Smith's Landing First Nation in Fort Smith NT in initiating a community development plan.
- August 2007 (three-week project) Advisor to a private development company in planning and servicing an industrial park at a port on the Black Sea in the City of Odessa, Ukraine.

Other

I've served on several boards here in Lethbridge, but I won't start enumerating them.

On a personal note, however, I will say that once upon a time I was a scintillating trumpet player including playing with our community band (we did a Scotland tour a few years back).

Recently, I decided to give that up, since I figured that, if I can't hit that high 'C' note, it's time to pack it in.

Below: Peru

Left to right: Felix Michna, Lethbridge; Carlos Ramos Loayza, Mayor, City of Ica, Peru; Lyle Harrison. Felix is representing the Council and staff of the City of Lethbridge following an exchange of municipal staff under Federation of Canadian Municipalities



First day on the job as Planning advisor for City of Liuzhou, Guangxi province,



Below: China
Farewell dinner with Liuzhou City and Beijing government



Below: Northern Alberta
Felix (left) with Chief of Smith's Landing First Nation in Fort Smith NT
During a CESO consulting assignment on Economic



Below: In Minsk Belarus
Prior to CESO assignment in Odessa



Below: 1980s: Edmonton
"Dinner evening with two fellow University of Waterloo Planners"
Left to right: Wayne Gordon and Don DeGrandis.
A Retirement Party: Working at the Edmonton Regional Planning Commission.



30. Barry James Morrison

Address:

1 Ireland Court,

Etobicoke, Ontario

Cell: 1 (416) 407.3294

Hard: 1 (416) 233.6852

Email: Morrplan@aol.com

Education

1. 1969: BA: Major in Geography, and
2. October 20, 1972: BES Honours Urban and Regional Planning

Background

- Started in fall of 1966, in Planning, as part of the class of 70.
- For financial reasons, left at the 3-year mark in Spring 69 with a BA Major in Geography.
- In the Fall 1970, joined Terry's class (1967 - 1971) in fourth year.
- Spring 1971, finished classes.
- Can't remember when I finished my Essay.
- Essay: Analysis of the Effective (and non-effective) Community Use of School Facilities in the City of York.



Career

Public Sector (19 years):

- 1971 to 1972: (1 Year) Planner, Metro Toronto
- 1972 to 1973: (1 Year) Principal Planner, Metro Toronto
- 1973 to 1975: (2 Years) Assistant Director, Development Control, Metro Toronto
- 1975 to 1979: (4 Years) Director, Development Control, City of Etobicoke
- 1979 to 1985: (6 Years) The Commissioner of Planning in Etobicoke
- 1985 to 1989: (4 Years) Deputy Commissioner of Planning for Metro Toronto
- 1989 to 1990: (1 Year) Acting Commissioner of Planning for Metro Toronto

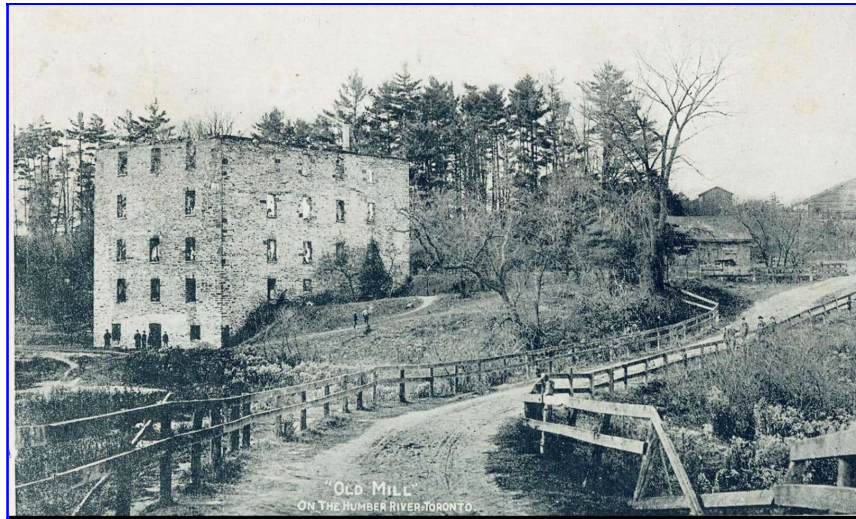
Private Sector: (34 Years):

- In Jan 1990: Started consulting practice under Barry J. Morrison & Associates Ltd
- Mostly focused on consulting to the private sector.
- Retired July 2024 from BJMA Ltd.

Total Years: 53 Years.

Primary thrusts of consulting projects included:

- OMB Hearings: Major retail location work and numerous "Store Wars" cases.
- Economic Development: Industrial location and major heavy industry plant reuse.
- Complex Expropriation Work and Hearings: on the Toronto waterfront & major sections of Highway 427.
- Residential: Several thousand residential units, in primarily urban intensification projects.
- Long Term Senior Care Homes: planning and development.
- Mixed Use Centre planning in previously built suburban areas.
- Heritage: Boutique historically appropriate redevelopment including the restoration of the "Old Mill Ruins".



1913: The Old Mill on the Humber: (Source: Internet).

A Major Win and Success

1991: A Possible Contribution to Humanity: The Princess Margaret Cancer Hospital

Role: As an outside consultant to the City of Toronto, provided lead planning evidence in the heavily contested OMB approval of the Princess Margaret Cancer Hospital.

Volunteer

2009 - 2019 (10 Yrs) Served on the UofW Planning School Pragma Council.

2004 - 2018 (14 Yrs) Served as Co-Chair of the Planning Committee of the Lake of Bays Association.

2018 - 2026 (8 Yrs) Served as volunteer planning advisor to the Richmond Gardens Ratepayers in connection with major intensification related to the Eglinton LRT.

Advice To Students

1. Don't become a bureaucrat.
2. Keep in touch with your fellow students after graduation.

Next Steps

- Maybe will enroll in an MA Planning Program next year once, I turn 80 this summer and am looking for something to do.
- But, probably better to save the student spaces for some smarter younger guys and girls.

Summary

- The good news is that I got to know all the great people in the class of '70 and then all the great people in the Class of '71.
- Wonderful some of us are still in contact with one another and have worked with each other over the years in various capacities.

31. Joseph Ajiboye Olagbaiye

Education: Graduated: Friday, May 24, 1968, Geography, University of Waterloo
MA ?

April 1971: PhD: Title: Inter-Urban Industrial Migration: A Simulation Model of Plant Site Selection and Its Application to Metropolitan Toronto, Author: Joseph A. Olagbaiye, Location: Thode

Summary: A simulation model is developed for predicting the distribution of plant site selections by migrant firms within an urban areas for a defined period of time. A model is based on the assumption that a particular migrant plant (k) from origin (i) will locate at potential destination (j) depending upon the attributes of (j), distance between (i) and (j), and the space requirement level of the plant as determined by its industry type and employment characteristics. The model is operated by using the Monte Carlo method. The parameters of the model are derived empirically. These parameters are then incorporated in a formal application of the model to Metro Toronto for the period 1966-67.

A chi-square goodness fit test between the predicted and empirical distributions, as well as a continuity ratio test performed on the residuals, shows that the difference between the two distributions may have been produced by chance.

32. Gabriel Adepoju Onibokun

Education

May 30, 1969: MA Regional Planning and Resource Development, University of Waterloo

Experience

- Adepoju Onibokun is a distinguished Nigerian professor of Urban and Regional Planning, recognized for his expertise in urban development, housing, and environment, particularly within the Nigerian context
- He has been identified as a pioneering figure in Nigerian architecture and urban planning, often examining the intersection of government planning regulations and the functional realities of urban infrastructure.

Key aspects of his work include:

- Citizen Participation: He has argued for the importance of citizen participation in urban planning.
- Housing and Development: He has authored works that examine urban housing and the challenges of government policy, such as "A review of government housing" (1990).
- Planning Regulations: His research has scrutinized how government defiance of planning regulations affects the functionality of public infrastructure, such as schools.
- Urbanization Challenges: Onibokun has contributed to discussions on Nigerian housing policy and urban development strategies.

Some of His Articles:

July 11, 2024:

- Author: Sociocultural Constraints on Urban Renewal Policies in Emerging Nations: The Ibadan Case, by Gabriel Adepoju Onibokun: Pages 133-139: Published online: 11 Jul 2024

May 31, 1990:

- Poverty as a Constraint to Citizen Participation in Urban Redevelopment in Developing Countries: a Case Study, Adepoju G. Onibokun

Dec 31, 1984:

- Physical planning within the framework of National Development Planning in Nigeria

April 30, 1974:

- Evaluating Consumers' Satisfaction with Housing: An Application of a Systems Approach: Adepoju G. Onibokun; Journal of the American Institute of Planners

Sept: 31, 1973:

- Environmental Issues in Housing Habitability, Adepoju G. Onibokun, published in Environment and Planning A: Economy and Space in 1973 (Volume 5, Issue 4, pages 461-476), introduces a comprehensive method for evaluating residential satisfaction.

33. Andrew Orr

Address:
 30 Madras Place
 Brampton, Ontario
 L6S 2Z2
 Cell: 416-460-1352
 Office: 905-792-3864
 Fax: 905-458-9480
 Email: Andrew.Orr@paldev.net

Education: May 28, 1970: BES: Hon: Urban & Regional Planning

Feb 6/26: Ted Cymbaly says:

As I recall after graduation he worked at Ontario Dept of Municipal Affairs

Then, got his law degree,

Then, worked for a developer.

He then went out on his own.

Around 2000, bumped in to him, when he was doing agreements for joint landowners' agreements.

November 7, 2020: Andy emails the following:

Good Morning All:

I have followed the string of emails with some emotion.

Dick (Steenstra) was a very close friend of mine at Waterloo.

We travelled west together in that famous Volvo between third and fourth year.

Dick got a planning job in Medicine Hat and I ended up in Calgary

(Note: Coincidentally, in the summer of 1970, Terry worked for the Medicine Hat Regional Planning Commission.

When Dick worked for Metro, I was at Municipal Affairs, where I stayed for two years.

We were in regular contact.

Even lived together for a short period of time.

Dick as we all know, returned to the family farm.

This was around the same time that I left Municipal Affairs to go to Law School and then England.

1974: I was married in 1974 (while in third year law school) and Dick was my best man.

1980s: In the 80s, I worked for a development Company that had a project in Grand Bend. I used to travel regularly to Grand Bend (once every two months or so) and every time I did, I stopped at Dick's place.

In 1989, I moved to another place of employment, such that I had no reason to travel to Huron Country and thus my contact with Dick became less.

I was kept abreast of Dick's situation by Raymond Parfitt.

Ray telephoned me about Dick about a month ago now (October 2020)..

I telephoned and spoke to Dick about three weeks ago.

I can tell you he was upbeat, but realistic.

We talked for about a half hour.

I said I would stay in touch and said call me at any time.

I have attached an outlook item from Dick's wife, Helen, to whom I spoke with this week.

You can watch the service.

I think Peter got Dick right. He was a "gentle soul".

34. Raymond Glen Parfitt

Education:

1966 – 1967: Started at the University of Windsor: General Arts

1967 Transferred to the University of Waterloo, Planning Program because he thought that it might lead to a career in land development.

Graduated: May 28, 1970, BES: Hon Urban and Regional Planning.

Experience

(1) 1970: Planner for Kitimat

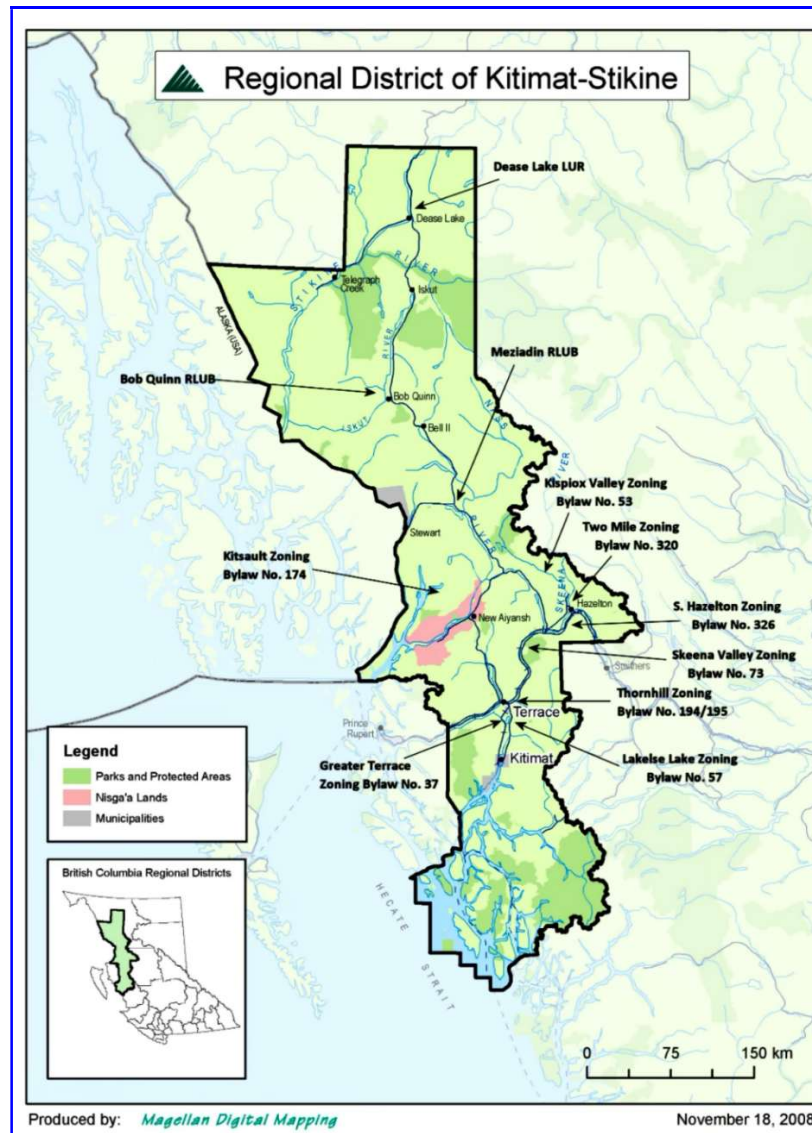
Following graduation in 1970, I joined the District of Kitimat in northern BC.

Kitimat was a member municipality on the Kitimat Stikine Regional District.

Area: 104,307.25 km² – (40,273.25 sq mi)

❖ Bigger than: Iceland and about 1.5 X bigger than Ireland.

Since it's inception as a newly planned and developed town (designed for the Aluminum Company of Canada), the District of Kitimat had maintained a Planning staff.



The District of Kitimat had a deal with the Regional District, whereby it would provide Planning Services to the Region.

I was the 1st designated Planner for the Kitimat Stikine Regional District.

Municipalities

Municipality	Type	2021 Pop	2016 Pop	% Change
<u>Terrace</u>	City	12,017	11,643	3.2
<u>Kitimat</u>	District Municipality	8,236	8,131	1.3
<u>Thornhill</u> (Kitimat-Stikine E)	Unincorporated Community	3,932	3,993	-1.5
<u>New Hazelton</u>	District Municipality	602	580	3.8
<u>Stewart</u>	District Municipality	517	401	28.9
<u>Hazelton</u>	Village	257	313	-17.9

Regional Government:

Regional Government in BC had come into being in the late 1960's with no consideration as to what Planning in a resource-based region with pockets of unincorporated settlements should involve.

(The two major planning jurisdictions in BC included the Lower Mainland Planning Board (Vancouver) and the Capital Region (Victoria), neither of which had a lot in common with the larger resource based Regional Districts in the Province and their smaller unincorporated communities).

(2) 1972: Kitimat Stikine Regional District (Terrace, BC).

In 1972: I was the 1st Staff Planner for the Kitimat Stikine Regional District.

The Regional District employed a full time Administrator and I joined as its first staff Planner.

Challenges: The significant challenge was how to plan in a large region characterized by mining, forestry, agriculture, parks, tourism, large scale industrial development and transportation corridors, highway, rail).

- Much of the Planning responsibility involved working with provincial and federal agencies, to ensure that initiatives met a high degree of cooperation and coordination.
- The settlement patterns in the Region included incorporated municipalities, with a mix of unincorporated settlements and improvement districts most of which demonstrated a mix of housing types and a lack of infrastructure services.
- Most residents were opposed to building regulations: land use controls.

"Planning" took on a new meaning than simply land use and building controls, for example:

- "Cost Sharing Program:"
In the unincorporated areas adjacent to the municipalities, cost share programs were initiated to ensure that the unincorporated areas paid their fair share for services like recreation and libraries.
"Community Development:" included working with a number of communities to develop water services and sanitary sewer systems.
- "Community Recreation:" included assisting with the development of recreation facilities, improving play fields and working with the BC Ministry of Recreation to develop leadership training initiatives.
- "Fire Departments:" A number of house fires led to the creation of several volunteer fire departments who subsequently led the charge for zoning bylaws and building regulations.

A Successful Referendum: Two projects were the result of a successful referendum.

As the Planner, I was involved in working with consultants on two rather unconventional Regional Planning projects to develop:

1. a Ski Hill outside of Terrace, and
2. a Marina on the Douglas Channel south of Kitimat which saw me visiting many marinas on Vancouver Island to study their design, operations and issues.

We also worked extensively with the BC Provincial Parks Branch to develop a series of Marine Parks on the north coast.

Summary:

- *Integrated resource management was an interesting and ongoing challenge.*
- *Community development initiatives in the unincorporated areas eventually led to land use controls.*
- *The resource management aspects brought a wide range of experience to the tool kit, as well as developing a common-sense approach to problem solving.*

1974: In a June 1974 report titled: The Socio-Economic Importance Of Maintaining The Quality Of Recreational Resources In Northern British Columbia: The Case Of Lakelse Lake by William F. Sinclair, Ray Parfitt; as the assistant to John Pousette, Administrator—Treasurer of the Kitimat—Stikine Regional District, along with other are thanked for their help.

On November 17, 1976, in Terrace, BC “The Herald”, Ray Parfitt, is a Regional District of Kitimat - Stikine planner appointed to a salmon study program as PART of a 10 year \$300M Federal Salmon Enhancement Program.

On February 22, 1977: In Terrace’s “The Herald”, Ray Parfitt and others are thanked for supporting the Terrace Bantam Hockey Team.

In November 22, 1977: says - Kitimat -Stikine Regional District, Director of Planning Ray Parfitt.

1978 Westcoast Transmissions

In 1978, I was retained in the Lands and Environment Division by Westcoast Transmissions, at that time the largest BC oil and gas pipeline company.

- Negotiated ROW: My responsibilities included negotiating rights of way (ROWs) with property owners and dealing with stakeholders, such as trappers and First Nations.
- Environmental responsibilities included dealing with contractors and government agencies (DFO, MOE), to minimize the environmental disturbances including run off on steep slopes; and river and stream crossings.
- National Energy Board Reports: Additional responsibilities included drafting reports to the National Energy Board and dealing with environmental/geotechnical consultants.

Summary:

This work was quite a departure from urban planning, and a fascinating mix of field work, consultation and dealing with the National Energy Board.

(3) 1984 - 1993: To Toronto

In 1984: BC & Alberta were particularly hard hit by a major recession (interest rates 19-20%). Outside of the early 1980s Northeast Coal development (Tumbler Ridge), BC and Expo ‘86 in Vancouver, development in BC ground to a halt.

Government funding for local government to make policies and regulations, dried up.

My consulting practice wound down.

Note: Northeast Coal Field, BC:

In 1793, coal was first discovered in the Northeast Coal Field, mostly in the Peace River area. In the early 1980s, B.C. Premier Bill Bennett and the federal government partnered with private industry (Japanese) to launch the Northeast Coal Project which involved:

- *a \$1.6B public investment*
- *building from scratch, the Town of Tumbler Ridge*
- *a 300-km of specialize rail line (e.g., line, bridges, tunnels),*
- *hydro connections,*
- *Ridley Terminals at Prince Rupert,*
- *port facilities.*

Note: Pat Sloan also worked on the planning of this coal project.

In Toronto, Ontario: I helped a friend move to Toronto and thought I should look for work in Ontario.

Don Fleming (classmate) was a real help, offering advice and providing me an office and his secretary to field phone calls and typing resumes.

At OMMA: I secured a job in the Plans Administration Branch of the Ontario Ministry of Municipal Affairs where Les Fincham (another classmate) was the Senior Manager. The Ministry was tasked with the responsibility of integrating the land uses of the Niagara Escarpment Plan with local government Official Plans and Zoning Bylaws. This was to be my role. However, this assignment was postponed and I became the area Planner responsible for the Niagara Region.

At Lakeview Estates: Andy Orr (classmate) offered me a job with Lakeview Estates, a large land development firm with holdings in Peel Region. This was quite a learning curve, taking draft plans of subdivision through to registration, and negotiating with local governments and agencies on approval issues.

(4) 1993 - Back to BC

In 1993, I returned to BC initially working for a multi-disciplinary consulting company with assignments throughout the Vancouver Lower Mainland.

(5) In 2002, - Ray Parfitt, Stanley Consultants Ltd.

(6) 2004: I joined the District of Sechelt on the Sunshine Coast

(7) 2007: I became the Planning Director, District of Sechelt which involved major assignments like:

- Preparing a new Official Community Plan and Zoning Bylaw,
- Assisting the local builders to form an advisory group to work with the municipality on development issues.
- A Community Forest: A major project that the Planning Department became involved in was the creation of a Community Forest.
 - The provincial government had passed legislation to grant forestry tenure to local governments or economic development organizations.
 - My Role: I was the municipal point person working with the Ministry of Forests and forestry consultants to develop the District's community forest which included sustainable forest practices (protecting habitat and riparian areas, as well as a 20,000 cubic meter annual allowable cut.
 - The community forest has been profitable with dividends annually returned to the community to fund a variety of projects.
- In 2010: The District of Sechelt Council undertook the review of the District Official Community Plan beginning in early 2009.
- In October 2014: Ray is the District of Sechelt, Approving Officer

(8) 2017: Retired

Looking back over the years it's amazing how much water's gone under the bridge.

In the words of Pete Seeger "*Where have all the flowers gone...long time passing*"

(9) In 2019: RAY PARFITT PLANNING, Urban and Regional Planning, Economic Development, Project Management, 856 Laurel Avenue, Sechelt, BC, VON 3A2 Phone: 604-740-8280

Email: rmparfit@telus.net

My consulting practice involved the preparation of Official Community Plans and Zoning Bylaws, as well as negotiating development approvals for developers (subdivision/zoning processes).

Port McNeil Plan and Zoning:

- An interesting project included the preparation of an Official Community and Zoning Bylaw for the town of Port McNeil on northern Vancouver Island.
- Port McNeil is a cute municipality on the Broughton Archipelago, well laid out; situated on the water, a ferry terminal serving Sointula and Alert Bay; a small downtown commercial core; marina; waterfront pub; and residential neighbourhoods above the waterfront.
- The economic base was the local forest industry that was owned and controlled by several major companies.

Overharvesting of Timber:

- Driving around the logging areas and in discussions with several operators, it was apparent that there was an over harvesting of timber in the area.
- I confirmed this in discussions with the Mayor and suggested that the sustainability of the community was probably more important than preparing land use policies for the municipality.
- We subsequently retained a prominent BC forestry economist who did a review of the annual allowable cuts and future harvesting plans.
- Meetings were held with the tenure holders to discuss the problem and future actions.
- The result was substantial adjustments to annual cuts.
- The preparation of the OCP and Zoning Bylaw was relatively simple and conventional.

Summary:

An interesting exercise in resource management practices leading to urban based planning.

February 2, 2026 Email from Ray Parfitt:

Terry: Your research work is unbelievable.

Better than Jean le Care or Graham Green!

I don't know how you dug up some of that background info on me (i.e., Terrace BC, coaching the bantam rep hockey team). We had just opened a new arena that fall and had organized a minor hockey association. I was vice president of the organization and coach of the team in a northwest BC regional league.

I remember asking my boss if it would be OK to book off work at 4 o'clock for hockey practices.

He said: "*Parfitt, your coaching that hockey team will mean more to this community than you sitting behind your desk for an extra hour.*" Interesting take!

Those pictures of a meeting in Sechelt were interesting. We were in the process of launching our Community Forest and holding public information meetings. (Two forestry consultants, the Mayor and myself as staff point person). This has been one of the most successful economic development initiatives on the Sunshine Coast.

Your shots of Garry Point Park in Richmond, BC brought back memories. We lived in Steveston before moving to Sechelt. A couple of years that low part would fill with runoff and freeze over - a great rink to tow the kids around on a toboggan. I put a lot of time with the kids cycling the dykes.

Reading what some of our colleagues have written, I might add a few lines to my resume.

Quite ironic seeing old George Rich's remarks about protecting one's health and noting the number of our colleagues who have passed away.

I spent a lot of time at our 50th anniversary (June 2021) talking to Ian McNaughton. A really enjoyable bs session on our school years, what we did after graduation ...then a year later he passed away with cancer. A real loss. Take care, Ray

January 26, 2026 Email from Ray Parfitt

Hi Terry:

Quite a pleasant surprise to receive your email regarding U of W Planning Grads.

You sure have put a yeoman's effort in producing this inventory of classmates.

I think the last time you and I met was in your office at Richmond City Hall at least 20 years ago.

Time flies.

I ended up in Sechelt and retired in 2017.

In June 2021, our graduating class (1970) had a real pleasant reunion.

It was nice to see a lot of the old classmates (and those a year ahead of us in the grad program) and compare notes.

Congratulations on a heck of a research effort.

If you ever get up to the Sunshine Coast give me a call.

Ray Parfitt - (604) 740-8280



Public meeting panel (left to right): Kevin Davie, Sunshine Coast Forest Coalition chair; Cam Reid, Sechelt Mayor; Ray Parfitt, Sechelt District Planning Director; and Brian Smart.

1



1989 Hockey Story

On February 7, 2026, Ray Pafitt tells the following:

"I don't know if you're a hockey fan or not.

This picture (1989) tells a cute story. (Peripherally related to Planning!)

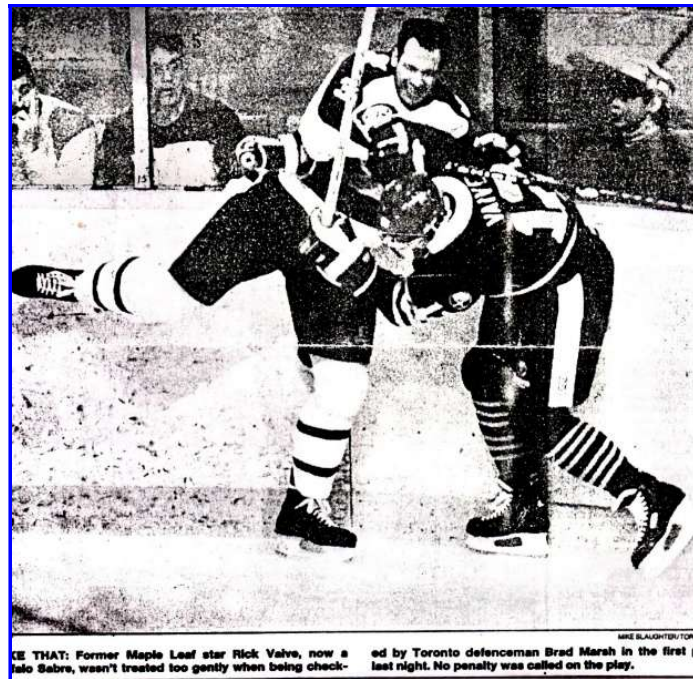
That's Andy Orr (left) and I (right) behind the glass at a Leaf's game in the old Maple Leaf Gardens.

The company we worked for laid off its Land Development Division (downturn in the market).

Andy was V/P of Land Development and had a pair of tickets to this game, which he was supposed to turn in, which obviously he didn't.

He called me the next morning (Sunday) telling me to buy a Toronto Star and check out the first page in the sports section!

I guess the company brass knew who used the tickets".



SEE THAT: Former Maple Leaf star Rick Vaive, now a Sabre, wasn't treated too gently when being checked by Toronto defenceman Brad Marsh in the first period last night. No penalty was called on the play.

March 17, 2026: The History of the Sechelt Community Forest?

Ray Parfitt writes the following for Terry's grandniece Sequoia who's at studying Forestry at UNBC:

Question: What's the history of the Sechelt Community Forest?

Terry: I'm having to refresh my feeble memory.

I hope your niece isn't reliant on this info for a PhD thesis! I hope it helps.

In the early 2000s, the provincial government amended the Forest Act to allow local/regional governments to create Community Forests through various governance structures: (municipal or regional government, first nations, or partnerships of these organizations).

(The BC Community Forest Association was established in 2002.)

The forest land base for community forests consisted of, either unallocated timber, or "take back" lands where licensees abandoned their tenure.

The Sunshine Coast Regional District examined the creation of a community forest in 2001, but cancelled the initiative.

The District of Sechelt proposed to enter into a partnership with the Sechelt Indian Band in 2003.

However, the Band decided against participating in the venture.

The District of Sechelt pursued the initiative on its own, incorporating the Community Forest in 2004.

In 2004, a forestry consulting firm prepared an analysis to the Ministry of Forests which became the Sechelt Community Forest, characterized by a tenured area (3 areas comprising 10,800 ha.- 4300 ha of protected lands) located in and round the Sechelt area, and an annual allowable cut of 20,000 cubic meters. A probationary license was granted in 2006.

The Community Forest is a stand-alone company with the District of Sechelt as the sole shareholder. It is governed by a Board of Directors and managed by a Manager (Forester) who oversees the operational requirements including contractors and sales and two-person support staff.

The community forest is fundamentally a logging company with logs sold on the open market.

The Community Forest has created a Legacy Fund in which dividends are returned to projects in the community and region.

The Community Forest has been successful, returning profits to the community.

The Board of Directors and the staff are local. The Community Advisory Panel is an active participant in the planning process.

The Operating Plan and Forest Stewardship Plan have been subject to public consultation.

In addition to timber harvesting, the operation is characterized by biodiversity management; protection of fish and riparian habitat, and maintaining recreation assets (camping, mountain biking, etc). Ray



35. Judy Anne Parr

From Deep River, Ontario

Born: 1946 (80)

Graduated: May 27, 1971:

Friday September 23, 1966

CORYPHEUS: The University of Waterloo Student Newspaper

Page 10 "Frosh queen title sought by eight lovely freshettes "

Judy Parr has been attracted to Waterloo by our excellent geography program.

A chestnut-haired 20-year-old (born in 1946) from Deep River, Judy is a welcome addition to any campus.

This winsome 5'6", French-Canadian is boarding in Kitchener
She, too, hopes to work for the Cory.



chrome-

extension://efaidnbmnnnibpcajpcglclefindmkaj/https://s3.amazonaws.com/UWPublications/Imprint/1966-67_v7/1966-67_v7,n08_Coryphaeus.pdf

May 1971

Judy stayed several days with Jen Shelton who was the Planning Technician for Galt.

In the house on King Street were:

- Ken the Graphics Technician, Environmental Faculty (prepared the profs graphics),
- Jen Shelton, Ken's wife,
- Don De Grandis,
- J. Jay Simons,
- Rick Page (Planning, President of the Student's Union),
- Terry Crowe, and
- Judy Parr, for a few days.

Judy and Jen were good friends.

Jen had a very very schizy grey Siamese cat called Cindy which was extremely loyal only to her.

One evening, the cat was by me on the living room couch.

Judy, Jen and a few others were in the kitchen cooking supper.

Someone dropped some tin pans when taking them out of the kitchen stove bottom drawer.

Instantly, the cat, ran into the kitchen, jumped on Judy's thigh and bit it, probably thinking to protect Jen. Judy who I thought was quite tough, was in tears.

1970s Possible References to Judy Parr

- 1975: The Province sets out the vision and rationale for the creation of an Islands Trust.
- 1974: The Province establishes the Islands Trust via the Islands Trust Act. The Islands Trust Act solidified the Province's commitment to preserve and protect the Islands Trust Area (islands and waters of the Salish Sea between southern Vancouver Island and the mainland) and its unique amenities and environment.
- December 4, 1974: Pursuant to subsection (2) of Section 9 of the Islands Trust Act:
 - Judith Anne Parr be appointed Acting Manager of the Islands Trust, effective November 18, 1974, and
 - That the salary for the position of Manager of the Islands Trust be \$19,000 per annum: and that Judith Anne Parr be paid at a salary of \$19,000 per annum, effective November 18, 1974.
- In 1976, in Cuba, John Gartner bumped into Judy Parr and they talked for an hour: she may have married a man from Yugoslavia: her father was a nuclear scientist
- In July 24, 1975: A Judy Parr is appointed Acting Manager of the BC Islands Trust
- 1977: Islands Trust Act amended to give Islands Trust land use planning authority.

July 2013: A reference to a Judy Parr in a PhD Thesis:

In Making Place on the Canadian Periphery: Back-to-the-Land on the Gulf Islands and Cape Breton by Sharon Ann Weaver A Thesis presented to The University of Guelph In partial fulfilment of requirements for the degree of Doctor of Philosophy in History Guelph, Ontario, Canada © Sharon Ann Weaver, July 2013:

- *This meeting was chaired by the Islands Trust Manager, Judy Parr, and although it was reported that Weldwood managed to side-step the entire matter, the final result was that a small picnic site was established at the lake, but the proposed logging road was averted due to the large consensus amongst islanders. As for nude swimming there were hopes that a compromise could develop, similar to the one proposed by Jerry Bernhaut, who hoped that "[i]f people show each other some respect and consideration, it shouldn't be too hard to designate different areas for clothed and nude swimming.*

36. Jeffrey Charles Pearson

Education:

University of Waterloo:

- 1965 - 1969: Graduated: 2:30 pm: Friday May 30, 1969, BA: Urban & Regional Planning:
- 1970 - 1971: Activities: Producer/Writer/Performer in an annual Faculty, Administration, Staff and Student (FASS) Variety Show
- 1974: MA, Regional Planning and Resource Development (forget if at the spring or fall convocation): Thesis defended and degree granted in 1974
- 1997 - 1999: Grant MacEwan Community College, Cert: Wholistic Health, Herbology
- 2006 - 2010: Northern Star College of Mystical Studies, Edmonton
- Earth Spirit Medicine: Introductory and Advanced Herbology, Aromatherapy (essential oils), and Flower Essences

Experience

- On June 6, 2015, I retired from Alberta Municipal Affairs.
 - I am now focused on pursuing purposeful activity, at least part-time, emphasizing a mix of volunteer/pro bono and fee-for-service contract work.
- Jeffrey C. Pearson & Associates; and IdeaShop: Pearson Creative Enterprises
 - 2015 to Present 10 yrs 9 mos
 - Edmonton, Canada Area
 - Specializing in research/writing/reporting; urban, regional and strategic planning advisory services; and special event planning/design and production, including organizing "idea lab" sessions to address community and societal challenges.

Photo

At Davison's Orchard in Vernon B.C.

My Dog Matika, a Scarecrow and Me:



- Senior Policy Advisor, Municipal Services and Legislation Division
 - Alberta Municipal Affairs, Municipal Services Branch
 - Feb 2014 - Jun 2015 (1yr 5 mons)
 - Edmonton, Canada Area
 - Undertook research/writing assignments involving documenting, analyzing and reporting on lessons learned from Alberta Municipal Affairs":
 - involvement in the 2013 Southern Alberta Flood recovery work, and
 - on the results of stakeholder consultations regarding a proposed Floodway Development Regulation.
 - Also conducted research and reported on how other Canadian and international jurisdictions apply land use planning principles and regulations and mitigation practices to address future flooding risks.
- Alberta Municipal Affairs
 - Project Manager, Jan 2011 - Jan 2013 (2 yrs)
 - Self-initiated project to explore opportunities for Alberta Public Service late-stage career employees to contribute in interesting and meaningful ways during periods of transition to retirement; resulted in the preparation of a proposal for a late-stage career internship pilot program for Municipal Affairs and the Government of Alberta.
- Research Analyst, Corporate Strategic Services Division
 - Alberta Municipal Affairs, Corporate Planning and Policy Branch, Edmonton
 - Feb 2008 to Jan 2014 (6 yrs)
 - Completed a wide variety of assignments, both internal and cross-ministry, including business plan consultations and what-was-heard reporting, and the preparation of a research report on national and international public safety governance references and internet links.
- Senior Advisor/Strategic Issues Coordinator, Local Government Services Division
 - Alberta Municipal Affairs, Municipal Services Branch, Edmonton
 - Mar 1993 - Jan 2008 (4 yrs 11 mons)
 - Completed many different assignments, some focusing on land use planning, and others on municipal finance/governance.
 - A primary focus of the work was on relations between First Nations and municipalities; also, on municipalities and climate change.
 - A major completed project included researching and writing a report on municipal-First Nation relations for the 2001 meeting of Provincial/Territorial Ministers Responsible for Local Government.
 - Another project involved contributions to cross-ministry research and policy advice on climate change mitigation and adaptation;
 - Also, participation in a cross-Canada (federal government sponsored) Municipalities Table on Climate Change.
- Manager, Municipal Planning Unit
 - Alberta Municipal Affairs, Planning Branch, Planning Services Division, Edmonton
 - March 1977 to March 1993 (16 yrs 1 mons)
 - Manager of a 15-member municipal planning unit serving 35 municipalities in northeastern Alberta; the following projects involved the selection, hiring and supervising of private consultants:
 - a pilot strategic planning initiative focusing on the results of client satisfaction surveys, and
 - the development of a manual on "Evaluating Multiple Family and Medium Density Housing" in Alberta.

Activity

- On Jan 26, 2026, at 2:32 PM, Jeff Pearson <ideashop2015@gmail.com> wrote:
- Good to hear from you
- Thanks for compiling the list and sharing it.
- I fondly remember a weekend in 1971 when you toured me around Halifax.
- I had been offered a job with the Nova Scotia government and wanted to check out what could have become my new home city.
- I turned down the job offer to work instead in Brampton, Ontario.
- Will never know if I made the best choice. Still have doubts.
- Re: your list, my first name is misspelled: should be Jeffrey (not Jeffery).
- Also, Thanks for spearheading this 1968-1974 grad list.
- Best wishes for 2026.

Jeffrey's Planning Posse: - About to present at a Public Hearing

Place: At the Citadel Theatre in Edmonton

Who: Jeffrey's Wife, Some "Planning Colleagues" and Me



Volunteering

- Edmonton New Faces Society
 - Member, including one year as President
 - Jan 1978 - Jan 1982 (4 yrs)
 - A social-discussion organization in Edmonton
- Edmonton Social Planning Council
 - Member of Board of Directors, including two years as Vice-President, Finance
 - Jan 1987 - Jan 1992 (5 yrs)
 - A socio-economic policy research and advocacy organization serving Edmonton and northern Alberta
- Alberta Association, Canadian Institute of Planners (AACIP)
 - Member of the Council of AACIP
 - Jan 1983 - Jan 1986 (3 yrs)
 - ACCIP (now APPI) is the regulated professional association of urban, regional and policy planners in Alberta and the Northwest Territories (NWT); role included being Chair of the Organizing Committee for the 1986 AACIP Annual Convention in Edmonton.

- The Family Centre
 - Member of the Board of Directors, including one year as President
 - Jan 1995 - Jan 2001 (6 yrs)
 - The Family Centre is based in Edmonton and provides a range of social/health and related services for families and individuals.
- Family Service Foundation
 - Member of the Board of Directors
 - Jan 2002 - Jan 2013 (11 yrs)
 - Edmonton based organization that oversaw the investment in a building, which was formerly partly owned by the Family Centre, as well as annual funding of Family Centre professional development and educational scholarships.
- Aberta Culture and Multiculturalism
 - Board development workshop facilitator
 - Jan 1989 - Jan 1992 (3 yrs)
 - Led/facilitated workshops with boards of directors of over 20 library, performing, visual arts, museum and community organizations throughout Alberta and in Whitehorse, Yukon; also facilitated a Council/senior staff retreat for the City of Leduc.
- Self-created Edmonton network exploring challenges of aging
 - Initiator and research/discussion leader-facilitator
 - Jan 2009 - Jan 2010 (1 yr)
 - Internet and face-to-face research-discussion group focusing on the challenges of aging, including aging in place, inter-generational co-housing, care for dementia patients, and ways to stay/become engaged in purposeful activities in the later years (all under the umbrella heading of Creative Eldering).
- Central Lions Seniors Association, Edmonton
 - Member of Board of Directors
 - Jun 2017 - Oct 2020 (3 yrs 5 mos)

Says: Re John Koppel:

- I have also lost touch with John Koppel (Terry - see report).
- My last contact with him was in 2002 when he and his wife were living in the Ottawa area.

37. Tony Piluso

On February 14, 2026: Terry talked with Tony who was on vacation in Mexico:

- Cell: 1 (416) 909.4083
- Email: tonypiluso1@gmail.com

Education Graduated: May 28, 1970, BES: Hon: Urban & Regional Planning, University of Waterloo

Experience

Project Manager

ConceptNIC

Home Improvement

Richmond Hill, ON, Canada

Tel: (647) 202-2217

Email: concept.nic@gmail.com

2010 - Present (16 yrs 2 mons)

Note: April 2, 2026: Tony advises that work keeps him from contribute to this report.

Feb 6/26: Ted Cymbaly says:

In 1976, I saw Tony in Edmonton when he worked for Makale Consultants.

Then around 1979, in Toronto where he worked in property management.

Tony Piluso

**38. John Rapski**

Contact:

- Email: - jrapski@hotmail.com, or
- Phone: 705-642-3376.
- Mailing Address: Box 122, Site 15, 288 Kenogami Lane, Swastika, ON, P0K 1T0.

Career: April 1978 to now a Prospector

Education

- BES Urban and Regional Planning, University of Waterloo

Experience

- John Rapski is a prominent figure in the Ontario mining and mineral exploration sector, currently active in the District of Timiskaming.

Current Activities & Roles

- Mineral Exploration: As of September 2024, the Ontario Ministry of Northern Development issued Rapski early exploration permits for projects in the Burt, Flavelle, Gross, and Cairo townships. These permits allow for mechanized drilling and stripping activities through 2027.
- Corporate Leadership: He serves as the President and Chief Executive Officer of GAR Limited, a junior exploration company focused on gold and base metal potential, specifically the Lucky Irish property near Kirkland Lake.
- Historical Involvement:
 - In 1988, he successfully applied for special legislation to revive Machin Mines Limited.
 - May 24th, 1988: John P. Rapski has something to do with a July 31, 1961 Machin Mines Preamble Limited Company, being revived by the Ontario government
 - June 1997 - GAR LIMITED garlimited.com
 - The head office of GAR
Box 122, Site 15,
288 Kenogami Lane,
Swastika, Ontario, P0K 1T0.
- April 6, 2011:
 - John surveys the Hiskerr Property 12km southeast of Matheson, Ontario.
 - The magnetic traverse area is located in Black Township and covers mining claims 4252686, 4248848, 4252687, 4252685 and 4241464 within the Larder Lake Mining Division
- June 8, 2017:
 - Toronto: /CNW/ - John Rapski announces that, pursuant to a share purchase agreement dated May 12, 2017, he has disposed ownership of and control over 7,516,200 common shares (the Transferred Shares) of GAR Limited (GAR) to certain purchasers (the Purchasers) for aggregate consideration of C\$248,034.60, being approximately \$0.033 per Transferred Share.
 - Prior to the disposition and transfer of the Transferred Shares, Mr. Rapski had direct or indirect ownership of or control over 7,517,200 common shares of GAR, representing 67.12% of the issued and outstanding common shares of GAR (on an undiluted basis).
 - After giving effect to the disposition and transfer of the Transferred Shares, Mr. Rapski has direct or indirect ownership of or control over 1000 common shares of GAR, representing 0.00009% of the issued and outstanding common shares of GAR (on an undiluted basis).
 - Mr. Rapski may take actions in the future in respect of his holdings in GAR based on the then existing facts and circumstances, which actions could include, without limitation, acquisitions or dispositions of shares, whether in the open market, by privately negotiated agreement or otherwise, or in connection with a strategic transaction with GAR.
- September 26, 2024
 - John Rapski gets an early mineral exploration permit, from the Ont Minister of Mines.

39. Grafton Ross

Address ??

Education: Graduated May 27, 1971: Geography, University of Waterloo.

March 18, 2026: Susan Austen says:

I met Grafton Ross in 4th year (1968/9).

He was super smart and if it weren't for him explaining computer things to me, I'm not sure how well I would have done in computer science.

I met his family in Kitchener while at U of W and think that their roots were in the Dundas area.

And I remember meeting his grandmother, there something about a clothing line the family had plus I know I met at least two if not more of his siblings in Kitchener.

I do remember his mother meeting my mother.

I lost touch with him, when I went to work for Municipal Affairs in Halifax, NS.



Experience

2026: He is:

- the Vice-Chair & Head of Research, Ottawa Forum on Israel/Palestine (OFIP): a Canadian human rights organization focusing on the Middle East, and
- OFIP's principal research analyst
- the editorial support to Dr. Larson's weekly blog
- a geographer and retired federal public servant.

August 2025

A YouTube Interview: Canadian Opinion on Israel Palestine, Angus Reid Poll, August 2025.

Interview with:

- Peter Larsen: OFIP Chair,
- Grafton Ross: OFIP Research

<https://www.youtube.com/watch?v=v8qXteEyAJU>

2023

Grafton is the Vice-Chair & Head of Research for the Ottawa Forum on Israel/Palestine (OFIP) a Canadian human rights organization focusing on the Middle East.

Geographer and retired federal public servant is OFIP's principal research analyst and provides editorial support to Dr. Larson's weekly blog.

November 14, 2022: Likely his wife Debbie, Ottawa Rock Art
Photo by Grafton-Ross



September 16, 2020



January 17, 2016

YouTube Grafton Ross on Michael Enright's interview with Professor Rosenbaum
Canada Talks Israel/Palestine
<https://www.youtube.com/watch?v=JWfQUQYA6XE>

June 2016

An Article: About the Author

Grafton Ross is a geographer and research analyst who has spent years studying the issues and events in Israel / Palestine.

Ross currently serves as vice-chair of Canada Talks Israel-Palestine (CTIP).

The views expressed are the author's own, and do not necessarily represent those of CTIP.

From 2002: Grafton Ross, Marketing Co-ordinator
 E-mail: grafton.ross@statcan.ca associated with:
 Education Quarterly Review 2003, Vol. 9, no. 2 - Changing patterns

Tuesday, January 19, 1993

Grafton Ross, Postsecondary Education Section, Education, Culture and Tourism Division, Statistics Canada

Tel: 1 (613) 951.0608)

Fax: 1 (613) 951.9040

A Stats Can Report:

- Tuition & Living Accommodation Costs at Canadian Universities 1992-93 Highlights

Tuition Fee Increases

In general, tuition fees for 1992-93 undergraduate arts programs at Canadian universities increased by 5% to 10% from the previous academic year.

Higher increases were recorded at universities in Quebec and the Prairie provinces, where tuition fees swelled by 10% to 27%.

The smallest increases in tuition were at universities in British Columbia, at 0% to 5%.

University tuition fees in Quebec are still slightly lower than in the other provinces, with undergraduate arts students paying between \$1,300 and \$1,600 per year.

Representative tuition fees:

- in the Atlantic provinces are \$1,700 to \$2,700;
- in Ontario, \$1,900;
- in the Prairie provinces, \$1,600 to \$3,500; and
- in British Columbia, \$1,800 to \$2,200.

Highest Fees:

The undergraduate programs with the highest tuition fees are medicine and dentistry, where tuition fees can be as high as \$3,600.

Foreign Student Fees

- Most Canadian universities, except in Manitoba, charge foreign students higher tuition fees than those paid by Canadian students.
- A comparison shows that foreign students in undergraduate arts programs pay from 50% more in Newfoundland to 430% more in Quebec than Canadian students.
- The University Tuition Fee Price Index for Canadian students increased by 8.5% from the previous academic year. Over the last five years, between 1988-89 and 1992-93, it has jumped by 58%.

1984: Ross, Grafton. Census metropolitan area/census agglomeration program: a review, 1941-1981. Statistics Canada Catalogue no. 99-978. Ottawa. Geography Working Paper Series, no. 8.

40. Patricia Sloan

Address:

302, 1686 Balmoral Ave.,

Comox, BC V9M 2N1

Email: psloan003@gmail.com

Phone: 1(250) 339.3639

On April 1, 2026, Pat writes:

OK, at last! Thanks for your patience, Terry.

I'm uncertain, if this fits at all with your idea about a Grad Report, but you are welcome to use it or pieces of it in any way you want.

I think I drafted it discreetly enough that there is no concern about confidentiality.

(Although there must still be a few who remember the more spectacular aspects of the engagement).

If it doesn't make sense for the Grad Rpt, then (if you agree) you or I can probably just share it with your giant list of all of us.

I originally created an early version of this for a family history book I wrote and modified considerably for you to over-emphasize the jobs aspect. If there is any way I can modify this or anything additional I can do to support your great work, pls don't hesitate to ask. The doc (called "Memoir") is copy / pasted below, since all the recent 'improvements' in laptops these days have left me completely incompetent on how to do a simple attachment to this email.

Cheers and thanks for all your work. Pat

Memoir – Pat Sloan - *"You Can't Always Get What You Want"*

Foreword – My (sort of) Career

Once upon a time, I had a finely crafted CV that I used successfully in various job searches. But really my working life was not classic planning, although Urban and Regional Planning was central professionally, and the wide range of courses I benefited from saw me through some pretty widely scattered roles.

So, since I can't see how to describe my working life in the usual way, I hereby offer something of a 'memoir' instead of a 'resume'.

For those of you who can be bothered to wade through something so atypical, I wish you the best and hope you find at least a few chuckles here and there. PS

How It Really Happened

Life for me began in St. Boniface, Manitoba, in a family of nature lovers and canoeists.

Winters were mostly suburban, with the odd thrilling excursion driving 5 miles over lake ice to our cottage. Summers were spent canoeing all over the Canadian Shield from Lake of the Woods to Lake Athapapuskow (*believed to mean "rock-on-both-sides lake" in Swampy Cree: 15 km SE of Flin Flon*), hiking barefoot over trails; fishing; gathering wild rice and blueberries and (best of all) sitting for hours with my brother at the feet of a Cree elder while he shared stories like "How the Skunk Got His Smell". It wasn't until decades later that I realized there weren't any other children there. Gone away. Taken somewhere.

Now it's the 60s.

Time for university and we're living in southern Ontario, becoming very familiar with the Bruce Trail, Muskoka and the almost brand-new U of W! Luckily, I chose Geography as a major, where Ralph Kruger brought outstanding experts into every first-year lecture. At this point details get fuzzy, but somehow my course became Geography and Planning. I graduated and began working on my MA in Planning.

Ontario Conservation Authorities (watershed & flood control management)

I should mention here that most of my summer jobs were with the Ontario Conservation Authorities, which combined my interests in planning and environment, and led me to rock carvings northeast of Peterborough and amethysts between Wawa and Atikokan. Both the land and the people were endlessly fascinating. (Fact: In 2027, the 36 Authorities are to be merged into 9 regional authorities).

At this point, a brief and rather complicated engagement led to me not completing my Planning MA and it was time to move on to a more professional life. Here's where my assumption about a planning career came into practice (e.g., start as a junior in a big city and work your way up), only for me to realize how naïve I must have been at the time.

Planner, Municipal Engineering Consultant, Ontario

I first took a job with a municipal engineering consulting company which wanted to increase their profits by adding planning to their offerings. I remember doing the OCP and Zoning Bylaw for MacTier, Ontario (38 kms SW of Parry Sound) among others and since this was all project-related work in very small towns, I've never been so bored in my life.

Economist, the Canadian Transport Commission, Ottawa.

Moving on, I accepted a position as an Economist in the Canadian Transport Commission in Ottawa. Thank you, profs of economics and beginners' stats courses. This meant free train rides all over the country, as well as the Canadian gov't's fabulous bilingualism courses.

A French Speaking, Transportation Planner, Montreal, Quebec

After a year, I was actually dreaming in French, which led to a secondment to the Montreal Urban Community. For two years, I was a French-speaking Transportation Planner in a task force trying to create a commuter rail line between Dorval (now 'Trudeau') airport and a new giant airport called 'Mirabelle'. It was an idea waaay too big for its britches and although it sort of exists today, it's nothing like the original tres grande scheme.

Floodplain & Small Business Planner, BC Ministry of Water Resources

Next, the Commission sent me out west (on a train, naturally). I made sure to bring my skis and ended up taking a week's vacation at a spot called Alta Lake (later, Whistler/Blackcomb). It was so much more mind-blowing than skiing in the Laurentians that I took a couple of days off the slopes and wandered down to Victoria to check out the job scene with the newly elected NDP gov't.

To my great joy, the BC Ministry of Water Resources took me on as a planner to travel all over the province, working with municipalities to keep development off floodplains. As many of you will know, land in BC is, either vertical, or else it's a floodplain. There was no lack of settlements to visit; glaciers to fly over in small planes; fiords to land on; logging roads to survive, and lakes and mountains everywhere. 3 years of planning ecstasy. Then, another 2 years travelling the same way, but this time giving workshops on how to begin and maintain small businesses in rural areas.

THESE 5 YEARS I NOTE AS THE HAPPIEST OF MY OVERALL WORKING LIFE!

In The 1980s

Now it's the '80s and my positions are becoming more powerful, though more traditional.

Here's how it went more or less:

- Director of the Women's Economic Rights Branch in the BC Ministry of Economic Development,
- Treasury Board Director in BC Ministry of Finance,
- Advisor to the BC Cabinet Committee on Economic Development,
- Director of (something) in the BC Ministry of the Environment, and
- Vice-President of Operations in the newly-created crown corporation of BC Hazardous Waste Management

Premier Bill Vander Zalm

It's important to note that the late 80s was a time of Bill Vander Zalm, as Provincial Premier and although, he was generally a cheerful fellow, he didn't have a lot of governance knowledge, so there was a certain wackiness in his style of decision-making. (e.g., selling off some of the highest value False Creek land in downtown Vancouver to a Chinese billionaire in return for some unapproved purchase of money-losing property of Vander Zalm's own). Not unlike aspects of Trump today. Naturally, the constant mind-changing had most of us senior public servants on edge.

Especially me, when it became clear that our CEO and Director of Policy were having an affair.

Then even more so, when a friend of the Premier's started to put pressure on my CEO, to get money from our budget to rescue his money-losing VSE business and the CEO ordered me to arrange it.

So, what next? Naturally, I had a chat with the Corporation's Chairman of the Board, but made the biggest mistake of my career by not checking in advance to see, if BC had whistle-blower protection. *Of course, it turned out that we didn't.* It was time for lawyers, but a probable 2-year lawsuit soon turned into 10 years, when the CEO and his lover were found gruesomely murdered on his boat. There was some talk of drug running through the San Juans but nothing ever proven.

10 years without income. You could have found me flogging lunchtime sandwiches in industrial parks around Vancouver. Yes, I did eventually win; got to turn most of my award over to my lawyers and the tax guys and at least was finally able to access an early pension.

PTSD plus, but finally time for something different – MUSIC!"

"...but if you try sometime, you just might find you git what you need."

Djembe, India, Kashmir, Dalai Lama

Made new and musical friends; acquired a djembe; had fun playing it on Jericho Beach and eventually put together several years of a festival of international sacred music. So many cultures. Instruments you could never have imagined. This led to almost a year in India and Kashmir and a personal relationship with the Dalai Lama and several of his senior Lamas.

Trips

I've accomplished a few BC trips that I always wanted to take:

- Haida Gwaii,
- New Aiyansh (now Gitlaxt'aamiks) a Nisga'a village about 100 km north of Terrace, BC,
- Stewart Lake and Bear Glacier (sadly now a lake) (74 km north of Prince George),
- Williams Lake to Anaheim Lake to Bella Coola by car!

(You've never really driven switchbacks until....).

So much more, but that may have to wait to be included in my next memoir in my next life.

Now Comox, BC

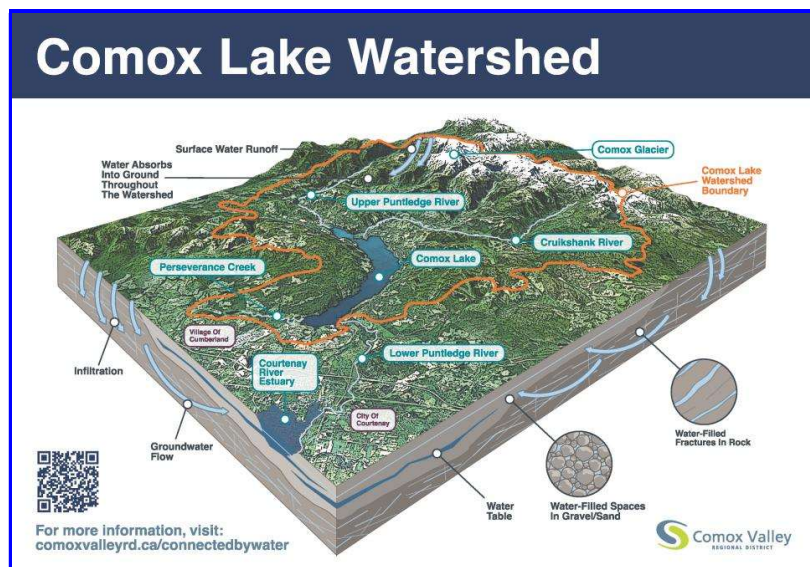
Now I'm 80 and living in a condo in Comox, looking today at the receding snowline over the Beaufort range and down-island to Denman.

Past Board Director: The Comox Valley Project Watershed Society, Courtenay, BC

Until recently, on the Board of Directors of Project Watershed, which just successfully completed converting a dead sawmill property back into a functional salmon stream(!)

The Comox Valley Project Watershed Society is based in Courtenay, British Columbia, within the Comox Valley on Vancouver Island, BC. Its volunteer board of directors guides local ecological restoration and research.

The organization operates in partnership with the K'ómoks First Nation, focusing on the local estuary and surrounding watersheds



A little limited physically these days, but reading amazing books and still learning.
If you're ever up this way, I'd love to get together. Cheers, Pat



Jean Monteith says about Pat:

- (In the 1970s); I worked with Pat at Totten Sims Hubicki in Toronto for a couple of years.
- She was in the classes ahead of us (1966-1970) but didn't get her degree till a year late.,
- She didn't stay with TSH for long and I lost contact with her.

From the Web

From 2019 – 2024, Pat served as a Board Director, Project Watershed, in the Comox area



41. William (Bill) Warren Smith

Address: 50 Mowat Rd,

Enderby, BC V0E 1V4

Where: It is 86 km north of Kelowna, BC

Tel: 250-838-2359

bilnbarb@telus.net

Education: October 20, 1972: BES Urban and Regional Planning, University of Waterloo

1980: UBC: MSc: Forestry

On Jan 29, 2026, at 9:25 AM, Bill Smith bilnbarb@telus.net wrote:

Terry: Let me say first off that with one exception I really never worked as a planner.

Life got in the way. I was originally supposed to graduate in 1970.

However, I had quit at Christmas of my third year (67) and taught skiing (which will become a theme). I returned in 68, now scheduled to graduate in 71.

After my final written exam in '71, I moved to Banff and continued my ski career.

I wrote my senior honours essay in the Banff library and sent it to George Rich (it wasn't very good).

When I promised him that I wouldn't work as a planner he gave me a B and I graduated in 72.

Manager, Ski School, Banff Club Ski

I pursued a career in the ski business, culminating in being:

- a full-time examiner with The Canadian Ski Instructor's Alliance, and
- managing the Ski School at Banff Club Ski.

I worked at this time as a seasonal park warden in the summer.

I returned to UBC in 1980 and received an MSc in Forestry and began working as a Warden, leaving the ski business.

1987 Project Manager, Multi-disciplinary Team of Scientists

In 1987 I began working on the establishment of a National Park on Northern Ellesmere Island.

I was the project manager of a multi-disciplinary team of scientists who established a natural resource inventory leading to the Resource Description and Analysis for the park. This is the only time that I could be considered to have worked as a "planner". I hope this helps with your project.

Happy to answer any questions you may have.

Oh yeah, the best thing I got from the program was my marks in my final year which allowed me into the Master's program without a qualifying year. Bill

Fact: Quttinirpaaq National Park

The Park that Bill mentioned on northern Ellesmere Island: is the Quttinirpaaq National Park

It means: (top of the world); formerly known as Ellesmere Island National Park Reserve

It is the second most northerly park on Earth after the Northeast Greenland National Park.

At 37,775 km² (14,585 sq mi), it is Canada's second largest park in Canada, after Wood Buffalo National Park.

Terry's adds - and while we're up there: Today's Planning lesson is....

Tuvaijuittuq Marine Protected Area

In 2019: the nearby waters were designated Canada's largest Marine Protected Area

Meaning: ("the place where the ice never melts"); a 319,000-square-kilometre Marine Protected Area which serves as a vital summer refuge for ice-dependent species like polar bears, seals, and walrus as climate change causes other areas of the Arctic to lose ice.

It is globally significant as the "Last Ice Area," projected to:

- retain multi-year pack ice longest under climate change
- serve as a vital, high-Arctic refuge for ice-dependent species like beluga, narwhal, walrus, and polar bears, featuring unique underwater ecosystems.

Unique Ecosystem: Features thick, old multi-year pack ice that creates a specialized habitat for under-ice algae, which forms the foundation of the Arctic food web.

High-Arctic Biodiversity: since 2011: the area includes three Ecologically and Biologically Significant Areas (EBSAs)

Long-Term Research and Monitoring: Serves as a pristine baseline to monitor climate change impacts and contributes to national conservation.

42. Ron Soeder

Place:

Unit 366, 2365 Stillingfleet Road,
Kelowna BC V1W 4X5.

Email: soeder@shaw.ca

Education: Graduated: University of Waterloo:

- May 28, 1970: BES Honours Urban and Regional Planning,
- October 19, 1973: MA Geography

Experience:

On November 8, 2020: Ron says: I too left the Planning profession (grad school and international banking), so have not often crossed paths with former classmates.

On April 21, 2026: Ron advises that:

- Planning: after getting his 1970 BES, he was a planner at a consulting firm in Burlington, Ontario,
- Banking:
 - his subsequent career was in banking,
 - he retired as Vice President HSBC (a cross posting between HSBC Bank Canada and the parent bank HSBC plc: = public limited company).
 - while at HSBC, he also served on the Board of Interac Association for many years.
- In Retirement:
 - He lived at 108 Mile Ranch in BC's Cariboo Country (475 km NE of Vancouver),
 - He was Chair of:
 - the Cariboo Regional District's Greenbelt Commission, and
 - its Advisory Planning Commission
 - He now lives in Kelowna.

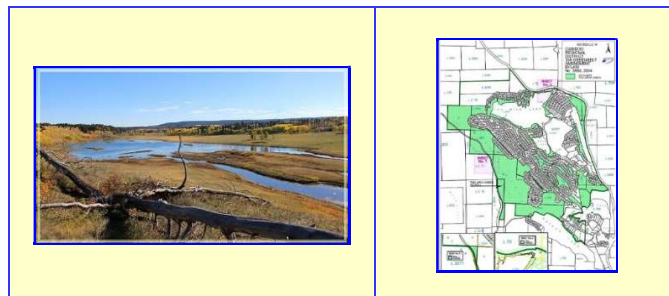
Greenbelt Lands of the 108 Mile Ranch

General:

Greenbelt lands of the 108 Mile Ranch involve more than 1,500 acres of community parklands which cover the lakeshore lands and grazing lands located immediately adjacent to the 108 Mile community. They are funded through a levy per parcel and revenue generated by pasture rental fees.

Land Use Restrictions.

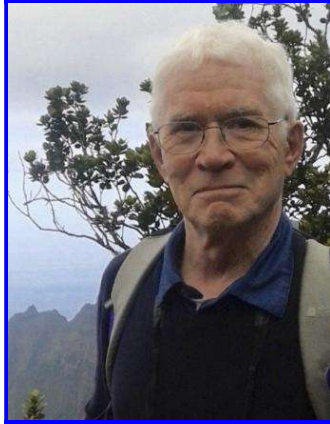
The Greenbelt lands were established for the enjoyment of area residents with little modification to their natural state. During the summer, cattle are allowed to graze, to ensure that the grass remains at a stable level and prevent wildfires. Walking and pedal biking are permitted on the trail system, as they have little impact on the land. However, motorized vehicles, such as ATVs, dirt bikes, and trucks, are not allowed at any time. In addition, hunting is prohibited.



43. Tim Sookocheff

Jeffrey Peason says:

- In 1969, Tim started in Planning at the University of Waterloo
- He switched to Geography in 2nd, or 3rd year.
- He and Patrick Sweet were kindred spirits in creativity and practical jokes.
- Tim died in 2021
- Obituary - <https://ottawacitizen.remembering.ca/obituary/tim-sookocheff-1081766830#>).

**44. Ray Spaxman LLD (Hon)**

Ray Spaxman Consulting Ltd

Email: raymond@spaxman.com

Phone: 604-913-8951

Education: ARIBA (Rtd), MRTPI (Rtd), FCIP (Rtd), Hon AIBC

Experience

Ray Spaxman, President of Ray Spaxman Consulting Ltd

With more than 50 years of architectural, urban design and planning practice, Ray has refocussed his practice to provide his advice based on extensive and successful senior experience in public service and in private practice.

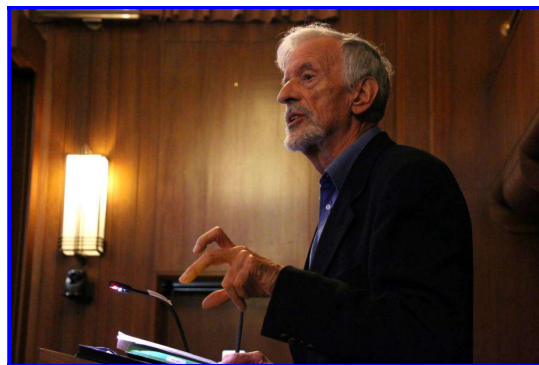


Photo: Yolande Cole,
Georgia Straight: September 11, 2015

1956 - 1966 England (10 years)

Ray was in public service in England, in Coventry, King's Lynn, Norwich and Liverpool.

1966 - 1973 Toronto (7 Years)

In 1966, he moved to Canada and was Deputy Chief Planner for the City of Toronto.

1973 - 1989 (16 Years)

He was appointed as the Director of Planning, Subdivision Approving Officer, Chair of the Development Permit Board and member of the Urban Design Panel for the City of Vancouver.

Since 1989, Ray has advised numerous public and private clients in Canada and abroad. Principal works have included planning for cities, city centres and large sites, preparing high building and development policies, heritage management programs, transit planning, citizen engagement, zoning, housing and neighbourhood planning and development strategies.

1990 - 1991: The 1st Planner-in-Residence, University of Waterloo.

Excerpts

Below are excerpts from the following article:

2019: Remembering the Work of Our Elders: Ray Spaxman by Don Alexander RPP, MCIP
Copyright (2019) Planning Institute of British Columbia.

The following article originally appeared as: Alexander, D. (2019).

Remembering the work of our elders: Ray Spaxman. **Planning West**, 61(3), 26-27.

Planning West is published by the Planning Institute of British Columbia.

The PIBC website can be found at: <https://www.pibc.bc.ca/>

Ray Spaxman has long been a leader in the field of planning, architecture, and urban design.

1956 - 1966: (10 Years) England. Ray was born in England and worked for 10 years in the public service there before emigrating to Canada.

1966 - 1973: (7 Years) City of Toronto:

- first as Director of Projects, and
- then the Deputy Chief Planner.

1973 - 1989: (16 Years) City of Vancouver

He played a major role during a period of epochal changes in urban planning in Vancouver.

Until the stunning upset of the Non-Partisan Association (NPA) by the upstart The Electors Action Movement (TEAM), Vancouver had been ruled by Mayor Tom "Terrific" Campbell, a mostly NPA Council, and an authoritarian Planning Director (and later City Commissioner), Gerald Sutton Brown. This Council favoured freeways, "urban renewal" (bulldozing) of poor neighbourhoods, and the building of high rises in Kitsilano and the West End.

What the people in affected neighbourhoods wanted mattered little or not at all.

TEAM won a majority on Council in the heady days of 1972 and while investor Art Phillips officially became mayor, UBC geographer professor Walter Hardwick was the brains behind TEAM.

It was he who had the vision for converting the derelict industrial land of False Creek South into a medium-density neighbourhood with a European feel, and it was he who wanted to replace top-down authoritarian planning with genuine, participatory neighbourhood planning.

Spaxman had built a reputation for pioneering work in this regard in Toronto in the neighbourhoods of Cabbagetown, Donvale, and Kensington. Hardwick heard about this and invited Spaxman to lunch. They immediately realized they were on the same wavelength, and Spaxman was soon invited to become Vancouver's Director of 26 PLANNING WEST SUMMER 2019 Planning (Sutton Brown had been encouraged to resign shortly after TEAM swept into office).

Under his guidance, the city initiated genuine area planning in Kitsilano, Kensington-Cedar Cottage, and elsewhere. This was the era when Doug Sutcliffe, a project development manager appointed by the city, led the creation of the False Creek South neighbourhood with its revolutionary formula of one-third low-income, one-third middle-income, and one-third upper-income, with a corresponding diversity of tenure types -social housing, co-ops, market rental, and condos.

Complementing the creation of False Creek South was the transformation of the derelict industrial area of Granville Island into a public market, arts, and theatre district under the leadership of local MP Ron Basford and the Canada Mortgage and Housing Corporation (CMHC).

Other innovations initiated during Spaxman's tenure included:

- changes to the development permitting process to make it much more transparent to developers and members of the public;
- creating and maintaining view corridors towards the mountains (which have largely been erased by subsequent development); and
- traffic calming in the West End.

The Development Permit Process

The development permit process was the first of its kind in the world.

In the past, the city would have granted developers an automatic 'as of right' level of density in any given zoning area.

In the new arrangement, the City - in collaboration with residents of the area affected - came up with guidelines that were zone-specific.

If the developer was prepared to meet some or all of those guidelines, they were given extra density in exchange. This all occurred under the watchful eyes of citizens.

This became a precursor to today's Community Amenity Contributions (CACs), seen in the concessions made by Concord Pacific in Yaletown in the 1990s which yielded a school, daycare, parks, and a community centre.

The traffic calming process for the West End had begun under the NPA but had stalled for a time as Council composition fluctuated.

In 1981, a controversial referendum finally led to a system of diverters and mini-parks throughout the neighbourhood. Inspired partly by a British planning document from the sixties and a temporary experiment in Berkeley, California, the system in the West End soon became the model for the rest of North America.

What Spaxman is most proud of was the management system he created where, at the beginning of the year, a task force comprised of planners and staff from all divisions and levels in the hierarchy would collectively establish goals and objectives for the coming year.

At the end of the year, Spaxman would write an annual report detailing what was accomplished with respect to these goals for circulation within City Hall and to the wider public.

The result was a more accountable Planning Department, and greater unity and loyalty within the civic bureaucracy around shared directions.

Spaxman's work as a planner and urban designer helped create a new culture at City Hall.

This culture carried over into the 1980s and 90s, even when the NPA slowly regained power.

However, by the late 1980s, the atmosphere had changed sufficiently that Spaxman - known for sticking to his guns when it came to matters of principle found it increasingly difficult to work with Council.

1988

Finally, at the end of 1988 he gave his notice, effective in March of 1989.

Ironically, while some of the participatory process persisted under the NPA, it was under Vision Vancouver, a faction which split from the Coalition of Progressive Electors (COPE) in 2005, that the style of engaging with residents finally met its end.

Vision built up a reputation of tending to force planning decisions on neighbourhoods, which eventually rebounded on it when it lost control of council.

For twenty years after his departure, Spaxman worked as a private consultant, including leading two Official Community Plans for the City of Nanaimo.

Since his retirement, he has remained active in the community, writing blogs about planning issues and offering pro bono advice to community groups.

He laments the fact that Vancouver has not fully implemented CityPlan, formulated in the 1990s with much civic participation, and has instead relied on "spot rezoning" one-off decisions on what is to be done or allowed in specific sites without considering the broader planning context.

He has joined with other planners to express frustration with Vancouver's lack of official planning principles to guide its actions.

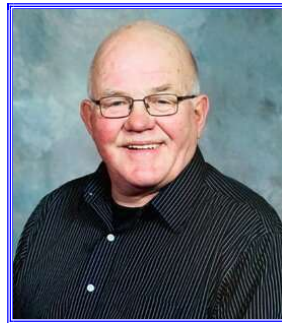
Though parts of the City's bureaucracy and leadership have turned their back on his legacy, Spaxman's work in the 70s and 80s remains a relevant example of how planning can and should be done and, as such, is a living part of the city's planning history.

By: Don Alexander RPP, MCIP, he teaches geography and community planning at Vancouver Island University, and lives in Nanaimo and Vancouver. He can be reached at don.alexander@viu.ca

45. Dirk (Dick) Martin Steenstra

Born June 1, 1947: The Netherlands

Died: November 2, 2020 (73)



Emigrated to Canada: 1953

Lived in Sarnia

Education: Graduated: May 27, 1971: BES: Honours Urban and Regional planning

Experience

- Planned for the City of Toronto.
- As farming was his vocation, he took over family dairy operation.

Comment: On April 23, 2026: Peter Keilhofer writes:

Dirk, actually lived with Wayne McEachern, Leslie Fincham and myself in a town house in Willowdale in 1970/71.

He was working for the Ontario government.

I believe it was called the Department of Economic Development.

I got a contract there as well and we spent a few months driving around Eastern and South western Ontario in his red Volvo marking land use on topographical maps. Definitely a make work project. It was shortly after this that Dirk decided to move back home and he graciously took our two cats. He was a very gentle soul and will always be remembered by us as such.

Obituary: <https://falconerfuneralhomes.funeraltechweb.com/tribute/details/1043/Dick-Steenstra/obituary.html#content-start>

46. Patrick Sweet – Passed in 2025

Feb 5, 2026, Doug Houghton says Linda, Patrick's wife emailed him that Pat died in 2025.

Pat the first planner for Bramalea.

It was Canada's First Satellite City: seen as a model community and a potential solution to unplanned suburban sprawl. Canadian Builder, August 1958:



Why called Bramalea?

The name "Bramalea" was created by the farmer William Sheard, who integrated the BRAM from Brampton, MAL from Malton (then a neighbouring town which is now a part of Mississauga), and the LEA, an old British word meaning meadow or grassland.

He sold the land to Brampton Leasing developers and built one of Bramalea's first houses on the intersection of Bramalea Road and Avondale Boulevard. Mr. Sheard owned a large parcel of cattle grazing land that was purchased by the new venture.

The Master Plan

The community had an extensive Master Plan, which included provisions for a parkland trail system of "green belts" that followed small rivulets that feed the Etobicoke Creek and a "downtown", which would include essential services and a shopping centre which included centrepiece Civic Centre, which included the township's council chamber, a library, live stage theatre, fire dispatch control centre, post office, and the fledgling Rogers Cable community production centre.

This building was funded and built by Bramalea's agreement to maintain a particular balance of residential/industrial taxation base. In default, and in lieu of cash payment, Bramalea offered the Civic Centre as recompense.

Street Names: As, Bs, Cs

Each phase of the new city was built with progressing first letters of street names like Alderbury, Argyle, Avondale, and Aloma. Then a "B" section was created, a "C" section.

Most incorporated local schools, greenspace and pathways.

The Zero Lot Line Housing Concept was pioneered in the G- and H-sections ("The Villages of Central Park"), in an affordable housing joint venture between developers and the Ontario Government called the Home Ownership Made Easy ("HOME") project.

Zero Lot Line

Zero Lot Line housing are residential structures built directly on or within inches of the property line, eliminating one side yard to maximize usable lot space.

Economy

Home to Stellantis Canada automotive plant, formerly a Chrysler facility that had been developed by American Motors for the manufacture of its Eagle Premier sedan (a joint venture with Renault).

GO Transit provides commuter rail service to the district at Bramalea GO Station, located at Steeles Avenue and Bramalea Road.

Patrick Sweet & Associates Ltd: Patrick Sweet was a partner in a planning consultancy firm, Patrick Sweet & Associates Ltd., in Ontario before retiring in 2002. The firm was taken over and renamed Matthews Planning & Management Ltd. by his partner, David L. Matthews, in Mississauga, Ontario.

On Feb. 6, 2026: Barry Mossison sends this Patrick Sweet Photo

Attached is a photo that Patrick gave me after having a memorable lunch with Roman Winnicki and I a couple of years ago (on a restaurant on the water of course).

I had wondered how to get it to the people that would value it but got sidetracked for a couple of years unavoidably and for that I apologize.

Anyway, now I know how to do it thanks to Terry.

Consider the attached to be a gift from Patrick that a number of you will enjoy. Barry Morrison

The Photo Below:

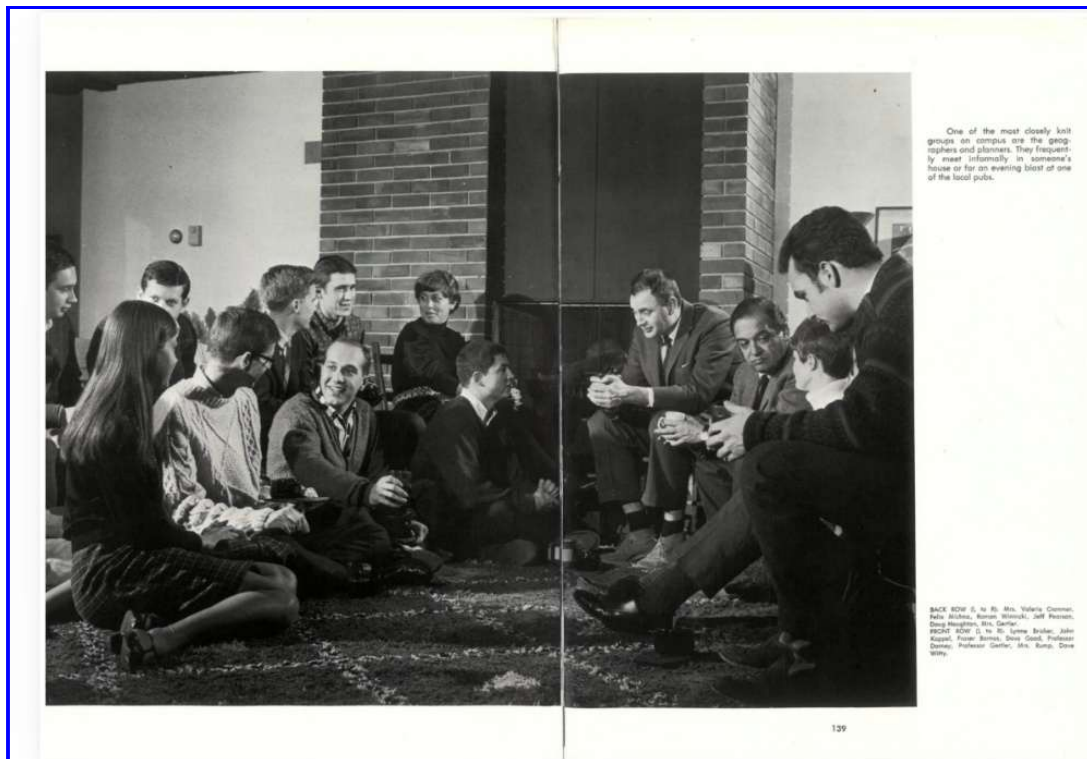
One of the most closely knit groups on campus are the geographers and planners.

They frequently meet informally in someone's house or for an evening blast at one of the local pubs.

Back Row [L to R]:

Valerie Cranmer, Felix Michna, Roman Winnicki, Jeff Pearson, Doug Houghton, Mrs. Anita Gertler.

Front Row [L to R]: Lynne Bricker, John Koppel, Fraser Barnes, Dave Good, Professor Dorney, Professor Len Gertier, Mrs. Rump, Dave Witty.



Feb 7/26: Barry Morrison sends Pat Sweet's Mexico Sailing Expedition

I did send this after the last UofW Reunion, (Patrick could not make the Reunion) to those on the list at that time, so some of you may have had the pleasure of seeing it.

For those who did not get it you may find it amazing.

This link should connect you with Pat Sweet's sailing expeditions in Mexico just in case you think it was a leisurely senior endeavor.

He approached it with the same enthusiasm he put into his incredibly successful planning consultancy.

You might be aware that Patrick also was the silent partner of his wife's private school in Oakville, Glenburnie, that was and I think still is, a very major facility.

Not quite as big as the UofW but unbelievable.

You will note in the video that while his wife Linda has centre stage that Patrick is unmistakably always in the background.

Patrick Sweet's March 2022 Sailing Video

Barry Morrison says that Patrick Sweet:

- had been living part time in Mexico and part time in Toronto for several years.
- had been racing and sailing in Mexico and his wife sailed in Canada before he (and she) retired.
- says that the video was from a race in March 2022: they placed second.
- <https://youtu.be/JqoIGf3ydTw>

Feb 7, 2026 In a message dated 2/7/2026 4:10:22 AM Eastern Standard Time,

michaelkoscec@gmail.com writes:

- Great picture Barry!
- I notice the famous Gertler scowl.
- Very, very sad about Patrick.
- We exchanged emails just this past year about a couple of recent races (sailing): one that he just finished and the next one he was heading to.
- I thought that with his adventurous lifestyle he would outlive all of us.
- Condolences to Linda.

47. Evan E. Wood

Education May 28, 1970: BES Hon Urban and Regional Planning
Experience

- Owner, Wood and Associates,
- 1999 - 2008 (9 yrs) Housing Development Officer, City of Toronto.

On January, 27, 2020, Bill McEachearn says

- He went over to Sweden after graduating, but came back and worked for MMAH.
- He lived near Christie and Bloor in Toronto.
- He had married and taken his wife's last name, as well as his own
- Don't know about him dying.....
- Expertise: His background focuses on urban and regional planning, with specific professional experience in housing development at the municipal level

Projects

1989 - 1996: Cornell Development, Town of Markham

Manager of Planning, for the Provincial Cornell Development Group, that planned and obtained planning approvals for the large-scale (980 hectares) development within the Town of Markham. Cornell is based upon the principles of New Urbanism.

While the planning for the community was a cooperative venture with the Town of Markham, Andres Duany of DPZ Miami was the initial consultant.

Cornell set a new standard of sustainable suburban development for the Greater Toronto area.

1994, Award for Planning Excellence, Canadian Institute of Planners

Cornell Secondary Plan Submission, Cornell Development Group and Consultants

Purpose: The 1994, Cornell Secondary Plan, provided the foundation for a unique community in eastern Markham, based on the principles of new urbanism.

Cornell Centre: The update to the Secondary Plan in 2008 provided a vision for Cornell Centre as an urban, mixed-use, pedestrian and transit-oriented focus for the community, centred along the planned Highway 7 rapid transit corridor.

Proposed Policy Changes: resulting from the Draft Cornell Centre Precinct Plan included:

- requests for more flexibility regarding housing and retail permissions,
- confirmed the location of the regional transit terminal, and
- requirements for an updated Secondary Plan for Cornell Centre identified in Part 1 of the new Markham Official Plan 2014 (partially approved October 30, 2015).

48. Walter Roman Winnicki

February 8, 2026:

- Walter Roman Winnicki
- 77 Leggett Avenue
- Toronto, Ontario M9P 1X5
- Tel: (416) 315-2045
- Email: wrwinnicki@rogers.com

Education

- May 30, 1969: "BA, Honours Urban and Regional Planning", University of Waterloo
- Post-graduate courses:
 - "Environmental Law" & "Metropolitan Governments" at York University;
 - "Management of Planning Organizations" at University of British Columbia;
 - "Management for Results" at Humber College;
 - Post-graduate "Certificate in Dispute Resolution", York University.

Professional Affiliations

- Associate member, Alternative Dispute Resolution Institute of Ontario
- Former (retired) Certified Professional Land Economist
- Former (retired) Registered Professional Planner
- Former member (retired) of the Canadian and Ontario Institutes of Planners.

Professional Experience (54 years)

(1) 2015 - 2023 – Various Consulting Firms

- Various consulting assignments including a significant residential and commercial redevelopment program for a property then owned by 1150782 Ontario Inc. and is adjacent to the historic Distillery District.
- I assumed a role as 'Senior Associate' with Spatial Knowledge Engineering Inc (SKE) which as Vendor of Record provides GeoPortal cloud computing solutions for the Province of Ontario and for other government agencies and corporate clients.
- My primary responsibilities with SKE were in advisory capacity and lead client contract negotiator.
- From 2022 to 2023, I served as the 'Senior Advisor Consultant' to Delta Urban Inc.

(2) 2014 - 2015 - Adjudicator, Ontario Municipal Board

- Appointed by the Government of Ontario to serve on the Ontario Municipal Board in the capacity of Adjudicator.
- I was involved in 36 cases in various municipalities across Ontario.

(3) 2011 - 2014 - Senior Vice President with Delta Urban Inc

During the period of 2011 to 2013, I assumed a working relationship in the capacity of Senior Vice President with Delta Urban Inc which provides strategic and technical support to clients with respect to various components of land acquisition, development processes and senior project management services.

(4) 2001 - 2011 - Various Contracts

Various Contract Assignments: Principal areas were senior management and administration, business negotiations, asset and project management, and strategic business planning.

- (5) From 2001 - 2011– Ontario Realty Corporation (ORC)
- Ontario Realty Corporation (ORC former agency of Province of Ontario) was a regular client for whom I provided professional services for various complex real estate matters.
 - Additionally, I assumed on a contract basis executive management positions with ORC during times of reorganization:
 - Executive Vice President, Portfolio Strategy, and
 - Asset Management; and, Senior Vice President Real Estate Development.
- (6) 1995 - 2001 (6 yrs) Vice President, Canada Lands Company Limited (CLC) -
- CLC is a commercial Federal Crown Corporation mandated to optimize the value of various property assets acquired from Canadian National Railway prior to its privatization and, as well, to purchase significant surplus federal properties for purposes of also optimizing the value of such assets prior to their disposition. The processes of optimizing the value of these properties included undertaking various initiatives such as: environmental remediation, land use planning, zoning, subdivision, installation of infrastructure, construction, marketing, and sales/leasing transactions.
 - Initially responsible for only operations in Eastern Canada: subsequently all parts of Canada.
 - From August 1999 to August 14, 2000: In addition to discharging the above responsibilities, I also assumed the duties and responsibilities of President and CEO (Interim)
- (7) 1989 - 1994 (5yrs) President, Terracan Properties Inc.
- Managing Partner of a small private equity real estate development company operating in southern Ontario.
 - Main business focus was to identify, acquire, plan, subdivide and market serviced lots to the building community.
- (8) 1984 - 1988 (4 Yrs) Vice President (National), Real Estate Development, CN Real Estate (CNRE)
- a division of Canadian National Railway Company (CNR) then a commercial Federal Crown Corporation.
 - Its mandate was to plan, environmentally, redevelop, construct, and asset management CNR's noncore real estate in various major urban centers across Canada.
- (9) 1983 - 1984 (1 Yr) Deputy Planning Commissioner, Regional Municipality Metropolitan Toronto
Deputy Planning Commissioner, Regional Municipality Metropolitan Toronto
- (10) 1979 - 1983 (4 Yrs) - Carma Developers Ltd
- 1979: Vice President, Ontario & Southeastern USA, Carma Developers Ltd., Calgary, Alberta (a publicly traded company)
 - In 1981: Promoted to Senior Vice President and appointed to Board of Directors
 - Managed three profit centres (Ontario, Washington D.C., and Florida) with responsibility for property acquisition, real estate development, construction and all related operational matters.
- (11) 1975 - 1979 (4 Yrs) - VP Real Estate Development, Traders Group Limited, Toronto, Ontario
- Regional Manager, promoted to Vice President (a publicly traded company)
 - Responsible for the company's property acquisitions, land use planning, real estate development and marketing in the Provinces of Ontario, Quebec, and Alberta.
- (12) 1969 - 1973 (4 Yrs) - Deputy Director of Planning for the former City of Etobicoke
Metropolitan Toronto
- May 30, 1969 graduated and immediately started with Metropolitan Toronto, as a Planner
 - In 1971, promoted to Principal Planner.
 - In 1973, promoted to Deputy Director of Planning for the former City of Etobicoke.

- Some Other Related Experiences:
 - Served on a Special Real Estate Advisory Committee reporting to Minister of Housing (Ontario)
 - Served on a Special Management Advisory Committee to the former Toronto Housing Authority
 - Served as an Urban Planning Advisor assignment to Government of Western Australia
 - Former Board Director of Custom Trim Ltd: a multi-national auto parts manufacture.
 - Former Board Director and Chair of Green Committee of National Golf Club of Canada,
 - Former Governor and Chair of Green Committee of Lambton Golf and Country Club
 - Former volunteer consultant and Board Director of a not-for-profit organization which owns and manages a 259-unit seniors' apartment complex and a 152-unit long term care facility.

49. Marjorie Young (nee Holder)

Jeffrey Pearson says

- In 1969, Marjorie was in Geography at the University of Waterloo
- Spent most of her career in planning, including:
 - a couple of years working for me in the Planning Branch, Alberta Municipal Affairs,
 - then many years with the Planning Department of the City of Calgary
 - including a stint as Deputy City Planning Director.

PART 15 - 1967 - 1974+ The Later Group of Waterloo Planning Grads

The List : [Right Side](#)

The Waterloo Planning Grads Mentioned In This Report – June 1, 2026	
Earliest Group of Planning Grads University of Waterloo	Later Group of Planning Grads University of Waterloo
1. Fraser Douglas Barnes – Ontario	1. Linda Allen, City Spaces - Passed Victoria in 2023
2. Stephen Bedford – Ontario	2. David P. Arscott – Wimberley, Texas
3. Lynne M. Bricker: Passed – Ottawa 2019	3. Susan Austen – Penticton, BC
4. Johnny Carline – Metchosin, BC	4. Sue (Beckett) Orr – Ontario
5. Wendy Wright Cascaden: Waterloo, ON	5. Mike Brown – Kelowna, BC
6. Valerie Cranmer – Ontario	6. Marnie Coulson – London, Ontario
7. Ted Cymbaly – Ontario	7. Edward (Ted) Cowan – Toronto, Ontario
8. Brian Degneault – Richmond, BC	8. Terence (Terry) Thompson Crowe – Richmond, BC
9. Stephen I. Fagyas: Passed 2022	9. Don James DeGrandis – Calgary?
10. Les F. Fincham – Ontario	10. Ron Foy – Passed in 2015 Ontario
11. Christopher Ralph Fleming – Ontario	11. Prof. Don Phillips Getz – Calgary, Alberta
12. Donald F. A. Fleming: Passed - Ontario	12. Gord Grant – Calgary, Alberta
13. Doug Foster - Sydney, Cape Breton	13. Ron Greeley (Geography) Passed Montreal
14. John A Gartner – St Davids', Ontario	14. Suzanne Hawkes – Vancouver, BC
15. David Good – Victoria, BC	15. James Laurence Hill – Woodstock, Ontario
16. Donald Wayne Gordon – Abbotsford, BC	16. Laverne Kirkness - London, Ontario
17. George T. Govier – Ontario	17. Doug Koch – Victoria, BC
18. Phil Hoekstra – Paris, Ontario	18. David Krajaefski - Kanata, Ontario
19. Stanley Philip Hore – Lequille, NS	19. Brian Joseph Kropf – Edmonton Alberta
20. Doug Houghton - Manitoba	20. Doug Lychak – Okanagan Falls, BC
21. Peter Keilhofer - Ontario	21. Jan Lucinda MacInnes – Waterloo?
22. John Stanley Leopold Koppel - Ont	22. Hans Madam - Cambridge
23. Michael Koscec – Ontario	23. Don Manahan – Passed Ontario 2017
24. Peter H. Kratzmann – Passed Mar 15/26	24. Katherine McGuire – Toronto, Ontario
25. Ian MacNaughton – Passed Oct. 7/233	25. Sandra Jean (Wells) Monteith, St. Thomas, Ont.
26. Wayne McEachern – Ontario	26. J. Don Msele -
27. Peter Gordon McInnis - Passed	27. Ed Newport – Melbourne Australia
28. Pyarli (Ali) Memon - Passed	28. Rick Page – St. John's Newfoundland
29. Felix Michna – Lethbridge, Alberta	29. David James Penny - Ontario
30. Barry James Morrison - Ontario	30. Ken Redpath – Passed Ontario in 2007
31. Gabriel Adepoju Onibokun	31. Jen (Shelton) Pheasant - Australia
32. Joseph Ajiboye Olagbaiye	32. Ken Shelton - PEI
33. Andrew Orr – Brampton	33. John Shipsides – Fergus, Ontario
34. Ray Parfitt – Sechelt, BC	34. Jerry Jay Simons – BC Passed in 2019
35. Judy Anne Parr -?	35. Barry Smith - Abbotsford, BC
36. Jeffrey Charles Pearson – Ontario	36. Chris Smith - Cambridge, Ontario
37. Tony Piluso – Ontario	37. Joseph E. Snizek – Sault Ste. Marie, Ontario
38. John Rapski - Ontario	38. Richard Stanley Spanik – Halifax, Nova Scotia
39. Grafton Ross – Ottawa	39. Dr. Prof Robert Sproule – Sherbrooke, Quebec
40. Patricia Sloan - Comox, BC	40. Terry Stanhope – Toronto Ontario
41. William (Bill) Warren Smith – Ontario	41. Gwyn Symmons - Vancouver
42. Ron Soeder - Kelowna	42. Glenn Peter Tunnock – Passed 2024
43. Tim Sookocheff – Passed	43. Kenneth John Whiteford – Woodstock Ontario
44. Ray Spaxman – Vancouver	44. Dave Witty – Nanaimo, BC
45. Dick Martin Steenstra: Passed Nov. 2/20	45. John Christopher Wolfenberg – Passed in 2020
46. Patrick Sweet- Passed 2025	46. Ken Zahara - Edmonton
47. Evan E. Wood – Victoria	
48. Walter Roman Winnicki - Ontario	
49. Marjorie (Holder) Young	

1. Remembering When

4 th Graduating Planning Class 1967 to 1971 School of Urban and Regional Planning - Faculty of Environmental Studies University of Waterloo Days					
	1967	1968	1969	1970	1971
Jan	Ruby Tuesday			Bridge Over Troubled Water	
Feb			I Heard It Through The Grapevine		If You Could Read My Mind
Mar				Let It Be	Starbucks founded
April	Expo / 67 To October	Martin L King Shot		Houston, we have a problem	
May					GRADUATION
June	White Rabbit	Robert Kennedy Shot		Teach Your Children	YOU'RE A PLANNER NOW!
July		Hey Jude	1st Moon Landing		
Aug			Woodstock		
Sept	1 ST YEAR	2 ND YEAR	3 RD YEAR	4 TH YEAR	
Oct	To Sir With Love			Fire and Rain	
Nov	Daydream Believer	The White Album	Come Together		
Dec					

2. Linda Allen, CIP Fellow: City Spaces, Victoria; - Passed in 2022

On March 3, 2026:

I asked Gwyn Symmons, (Linda's Business Partner) to review what I had written about Linda.

Here's his response

On March 29, 2026, Gwyn writes:

Hi Terry.

Further info as requested.

I believe Linda thought highly of Waterloo and was proud to have attended there.

Work Experience

- After graduating to 1974: Linda went to work for the Province in Alberta.*
- 1975 - 1982 (7 years): From 1975 to the end of 82, she worked for the City of Ottawa in a variety of positions: notable examples, Linda was responsible for*
 - co-ordinating the response of the City of Ottawa to the Regional District's OCP,*
 - co-ordinating the Westboro Neighbourhood Plan working closely with that community, and*
 - being the Project Coordinator for the Rideau Centre Project.*
- 1985 - 2020*
 - After that and based in Victoria BC she set up and was the President of City Spaces from 1985 to 2020 when the business was transferred to new owners.*
 - Linda continued working for City Spaces until after the transfer.*

Cheers Gwyn

Terry's Summary

Linda Allen, CIP Fellow: City Spaces, Victoria; - Passed in 2022

Born: February 17, 1949 in Windsor, Ontario

Lived: in Oakville

Passed: August 15, 2022: "Bronchiectasis" a lung infection which drastically curtailed her activities; couldn't garden or walk the dog and could only oversee planning projects;

Family: Daughter Bronwen and son Gareth

Education:

- Graduated at the 28th Convocation, University of Waterloo
- At 2 pm, on Friday, May 24, 1974.
- She's listed as: DeGrandis, Linda L. Allen: BES: Hon Urban & Regional Planning

Experience

- Linda co-owned City Spaces with Gwyn Symmons
- She was very successful: offices in Victoria and Vancouver;

Linda's activities:

- 2013 Canadian Institute of Planners National Conference, Co-Chair
- 2002 Canadian Institute of Planners, Fellow
- Editors' Association of Canada
- Canadian Evaluation Society
- National CIP Council, Past Member
- Planning Institute of BC, Past President
- Community Social Planning Council of Greater Victoria, Past President
- Member of the Real Estate Council of BC.



Obituary:

<https://www.legacy.com/ca/obituaries/theglobeandmail/name/linda-allen-obituary?id=39957115>

3. **David P. Arscott**

Feb 6, 2026 Contact:

Cell: 1 (512) 809.1667

Email: trapperarscott@gmail.com

Office Address (HQ)

605 E 49th St, Austin,

Texas, 78751, USA

Born: October 1, 1948

A lifetime studying creative aspects of urban and regional environments.

Since 2010, my primary interests have been:

- aberrant human behaviour,
- researched the medulla oblongata (one's reaction to threats and fear),
- yearly medieval history from 500 to 1000,
- analyzed in the context of behaviour,
- research and writing, especially theory, and
- urbanism & design of cities.

Residences

- Hometown: Listowel, Ontario
- Then: Kincardine, Ontario until 1963
- Currently: Wimberley, Texas (375 kms south of Dallas)

Wife ~ Suzanna

Children

- Father of five, grandfather to eight.
- Daughters: Jennifer, Emily
- Sons: Charles, Jonathan

Photo: July 18, 2025





Education

1967: Listowel District Secondary School

1967: Kincardine District Secondary School

1968 - 1971: University of Waterloo

- Graduated: May 25, 1972: BES Urban & Regional Planning:
- Minored in how people learn,
- Psychology & sociology of learning,
- Assessing institutional learning

1972 - 1974: York University, MA Environmental Studies

- Studied: Processes of urban development & change
- Interest in Group Theory: How and why people agglomerate simplistically into competing groups that affect the outcomes on the physical urban landscape, both private development and public infrastructure.

Experience:

1980 - Research Consultant, A. E. LePage

1980 - President, Downtown Business Council, Toronto, speaks to Association of Ontario Land Economists (AOLE) on "Understanding real estate and politics"

May 3, 1980, Toronto Star: "Toronto Rush Hour Moves Underground", by Michael Best.

Below Left: David Arscott, President of the Downtown Business Council says of the underground malls: "Overall, they have been a good thing. They have added diversity to the downtown."



David Arscott, an A E Le Lage Ltd., Research Consultant, says: "The city's big concern is that they (malls) will suck people off the streets. And obviously that can happen. But over all they have been a good thing. They have added diversity to the downtown that has boosted the appeal of the area as a whole." He foresees improvements to the system, including key linkages, such as one under Adelaide St. - and under Bay St. at Queen St, and extensions to further office buildings. He also predicts changes "to solve problems that weren't foreseen at the start". One of these is "orientation" - many visitors to the underground concourses tend to lose a sense of where they are in relation to surface landmarks. A further problem, he says, is that some underground walkways are too narrow to handle growing crowds. Other complaints include poor lighting, low ceilings, and obscure and drab entrances from the street, particularly in early sections of the mall system. *We're still in a primitive stage of the art, says Arscott. "We have a lot to learn from experience."

1997 - 2015: Hassaw Homes, Inc., President and Owner, Austin, Texas
Team building for the design & development process. Worldwide.

2012 - Present: Arscott History:

- Research and authorship of non-fiction and related historical fiction.
- Spinoffs include People Recognition, Historic Genetics, & Living On the Edge.

Arscott Planning, Owner, Austin Texas, 1973 – Present:

- Conceptual thinking & future states.
- Urban & regional planning, urban design,
- National and urban transportation systems,
- Population, related economics.

On April 29, 2026, Toronto Transportation Planning Notes: by David Arscott:

Origin

Some Planning Grads were discussing E. P. Taylor's Windfields Farm where Northern Dancer was stabled and is buried which lead to a discussion about where he lived.

For clarification, they are two different places, as follows:

E. P. Taylor's Windfields Farm (1,500 ac) where Northern Dancer was kept and buried was located 2370 Simcoe, Street North, Oshawa, Ontario L1L 0N5.

- After Mr. Taylor's death in 1989, downsizing of the farm began with large parts of the property being sold. Windfields Farm ceased operations entirely in 2009.
- The "core" of the farm includes the Northern Dancer Cemetery, The Arena and the Old Stud Barn, Barn 2, Barn 6, and the New Stallion Barn.
- The land that these buildings and the cemetery are situated on is now owned by the University of Ontario Institute of Technology (UOIT), and will be incorporated into the Campus Master Plan, which is currently being developed.

E. P. Taylor's Estate (say 20 ac: 8 ha), his home at 2489 Bayview Avenue, North York M2L 1A8.

Windfields Farm and the Estate where 60 kms, or 40 driving minutes, apart.

4. Susan Austen, BC:

March 4, 2026: Comments

Born: July 1947 (78)

Grew up in Thornhill, Ontario

Status: Retired Planner

Current Address:

- 568 Jermyn Ave
- Penticton, BC V2A 2E1
- Cell: 1 (250) 492-7196
- Email: - susaseahorse@hotmail.com

Education

1. 1965 - 1968: BA Arts (Honours Geography and Planning), Sir Wilfred Laurier, Waterloo,
2. 1968 - 1969: One Qualifying Year in Planning, University of Waterloo,
3. 1971 - 1974: Masters of Environmental Studies, York University:
 - York's Program was the 1st of its kind in Canada; a new, flexible program, you could create your own area of study; no thesis required, if you so wished.
 - Her MA Faculty Advisors at York were:
 - Reg Lang: 1965-71: who had just arrived from the NS Dept of Municipal Affairs,
 - John Page who wrote planning manuals,
 - John Livingston:
 - the voice of conservation on TV for Ducks Unlimited,
 - for him, Sue worked on a major Mackenzie Delta project, and
 - York study included 1½ years working for the Planning Department in Kingston, Jamaica.
 - Got credits for it (the same applied to a Forestry course, she took at UofT).
 - In Jamaica, she helped plan Jamaica's *Ocho Rios Marine Park Protected Area* (13,318 ha).

Susan's 1968 Grad Photo

From Waterloo Lutheran University



Experience

After Waterloo, worked at Nova Scotia Municipal Affairs in Halifax.

Then, York U. (MES) including working in the Planning Department, Jamaica.

Then, to England for several years: the University of London, England (repetitive work: paid the bills).

Travelled in England, Scotland; then spent at least a couple of months with my cousin in Ireland.

Then, Greece (stayed with friends whom I met at York).

Then, with a Yugoslavia friend: she and I trucked around staying with members of her family.

Tito ruled in this days so one had to be careful not to engage in politics.

Now I wish I had kept a log of when and where I visited / lived and what I saw and experienced.

2002 Award "Excellence in Stewardship", from the BC Minister of Water, Land and Air Protection for the SOS Stewardship Program.

Past and Current Memberships:

- The Okanagan Valley Tree Fruit Authority
- The Land Trust Alliance of BC
- The Weyerhaeuser Canada's Public Advisory Committee
- 1990 – 1997: The original South Okanagan Conservation Strategy
- The South Okanagan-Similkameen Conservation Program.

Summary of 36+ Years Planning Experience

- 35 years: Private and public land use planning and resource management
- 22 years: In the BC South Okanagan and Lower Similkameen Valleys (Keremeos, BC)
- 14 years: Conservation field work in the BC south Okanagan and Lower Similkameen Valleys
- 7 years: Regional Manager for The Nature Trust of B.C. responsible for land acquisitions
- 10 years: Coordinator of the BC South Okanagan-Similkameen (SOS) Stewardship Program
- 9 years: Senior Planner for the BC Regional District Okanagan Similkameen

- 5 years: Weed Control Coordinator for the BC Regional District of Okanagan Similkameen
- 8 years: Senior Planner and Leader of The Special Projects Team for the BC ALC

1968: University of Waterloo: Contract manager for the GO train study the Greater Toronto Area (GTA) to determine the location of the proposed rapid transit stations for the GTA.

1969 - 1971: Assistant Planner, Community and Regional Planning Department, Nova Scotia Department of Municipal Affairs, Halifax, N.S.

- Reg Lang was the Director
- Did community and regional planning research regarding:
 - heritage conservation in Annapolis Royal, and
 - a possible Shaheen oil refinery at the Strait of Canso.

April 17, 1973: BC created the Agricultural Land Commission and Reserve (ALR).

- Richmond MLA and City Councillor Harold Steves helped establish the ALC.
- Problem: In the late 1960s and early 1970s, an estimated 4,000 to 6,000 hectares (14,826 acres: 23 sq. miles) of prime agricultural land were being lost each year to urban sprawl.
- Motivation: The government recognized that B.C. has a very limited amount of arable land (less than 5% of the total land base) and was concerned about future food security.

1980 - 1990: BC Agricultural Land Commission (ALC), Burnaby, B.C (Appx. 10 years).

- Susan, Jay J. Simons and Holger Burke were some of the first planners for the ALC:
 - doing Special Projects
 - reviewing proposed ALR exclusions
 - reviewing ALR farm & non-farm applications
- Holger Burke says that Susan was efficient and conscientious.
- She also managed the Greenbelt Protection Fund Act in collaboration with the BC Environment and Land Use Committee (ELUC) and Secretariat in Victoria, B.C. and other partners such as Ducks Unlimited, Ecological Reserves Act staff.

ALC staff got death threats from agricultural land owners.

Didn't like the ALC politics in Victoria, so moved to the Okanagan.

Around 1983: Work in the Regional District of Okanagan Similkameen (RDOS):

- she was a Regional Manager for The Nature Trust (TNT) of BC (Okanagan- Similkameen)
- responsible for land acquisitions and stewardship program
- managed the Okanagan Land Acquisition Program (assisted by 2-3 contractors) by acquiring for TNT, at least 19 sizeable properties in the Similkameen River in the Keremeos, White Lake and the Okanagan Valley areas.

Photo Below: Around 1969: Likely at Waterloo: Susan Austen had this photo.

Left to Right:

1. Jay Simons - Passed in Comox in 2019,
2. Gordon Grant - Calgary - check out his many careers
3. Susan Austen - Penticton - retired
4. Stephen Bedford - St Catharines
5. Pat Sloan - Comox
6. Roman Winnicki - Ontario
7. Prof George Rich - Passed
8. D. Wayne Gordon - Abbotsford?
9. Felix Michna says that the partially seen guy way in back was in the Witness Protection Program:



The South Okanagan Stewardship Program (SOSP):

Most rewarding work, albeit the most stressful, assisted landowners in protecting and enhancing important habitat (e.g., native grasslands, creeks / riparian areas, rocky outcrops) which involved:

- a fencing project to direct livestock away from sensitive ponds, and
- providing advice on enhancing natural habitat and protecting significant habits.

The Big Horn Sheep Project

Susan worked on the Bighorn Sheep Project.

The Problem: Movi: Years ago, there was a bacterial disease (e.g., *mycoplasma ovipneumoniae*: aka: Movi), whereby wild sheep were coming into nose to nose contact with domestic sheep, causing serious illness and death in the wild sheep. In wild sheep, Movi reduces their immune defenses and allows other, often more aggressive, bacteria into the lungs. The result is pneumonia and rapid death of the individual. The disease spreads to other animals quickly, and may kill the entire herd. After a die-off, survivors may carry and shed Movi and, if passed to lambs, it usually results in most lambs dying.

This pattern may repeat year after year, with many infected herds never recovering.

The Solution: Was involved in a massive fencing project to separate wild and domestic sheep in cooperation with other contractors and adjacent landowners.

The Knapweed Program

- Susan worked on the Knapweed Program.
- A very invasive weed: chokes-out valuable crops and pasture reducing grazing land for cattle.
- Implemented this Program which involved hiring contractors, dealing with ranchers, and the Ministries of Environment and Agriculture, and considerable travel.

Other Projects

Susan's other projects included:

- protecting riparian and wetland areas,
- enhancing habitat, such a bluebird boxes, bat boxes which involved numerous conversations with many, many landowners: very grassroots: visited many amazing properties and landscapes in the Okanagan and Similkameen Valleys,
- helping local governments and rural electoral areas create community plans.

1998: Co-authored the *Habitat Atlas for Wildlife at Risk*, South Okanagan & Lower Similkameen.

1993: Presented at a Workshop on Preserving Biodiversity and Unique Ecosystems of the RDOS.

October 11 -12, 2000: Contributed to a workshop for the Recovery of Bighorn Sheep in the South Okanagan which helped establish bighorn sheep recovery plans.

2002 Fall:

- member of the Council of the Land Trust Alliance of BC, and
- a Director on the Okanagan Valley Tree Fruit Authority Board.

Nov 15, 2005: Helped prepare *The Plan of Study for the Renewal of the Can / USA Joint Commission's Osoyoos Lake Orders Report* published on August 11, 2006, by contributing:

- as a consultant, riparian information, and
- as a member of the Canadian Okanagan Basin Technical Working Group, environmental information,

2006: Co-edited the Living in Nature Newsletter of the South Okanagan Similkameen Stewardship Program (SOSP), regarding how to snake proof your house.

2007:

- Supplied information to help prepare the BC Green Bylaws Tool Kit,
- Hired by the South Okanagan Similkameen Conservation Program (SOSCP), to assist communities with their sustainable land use planning needs, as had over 25 years (since 1982) of land use planning, stewardship and conservation experience,
- Work for the City of Penticton.

March 2009: A Planning & Environmental Consultant

2010: Became an Inactive / Non Practicing PIBC member

2018: Resigned from PIBC

Feb 24, 2022: As a former Registered Planner, made a presentation (RDOS), to keep Environmentally Sensitive DP Areas

July 2025: As Susan Austen Planning Consultant, she helped prepare the Penticton NE Sector Plan



Susan is proud of:

- planning on Canada's East and West Coasts,
- being the first woman planner in some organizations and putting up with stuff, and
- contributing to The Nature Trust of BC by being a Regional Manager and buying 19 properties and protecting habitats.

On April 24, 2026

After reviewing the 2nd draft report, Susan writes (edited below):

Terry I was looking through that rather impressive list of Grads, as I was only there for 1 year so not expecting to be acknowledged.

Re Nova Scotia:

- I am grateful to have had the opportunity to work for Municipal Affairs in Nova Scotia, although the projects I did for U of W, such as the Go Train study beforehand were interesting.
- It was an amazing experience and I was so lucky to be hired:
- I was the only woman planner interviewed at the Royal York Hotel in Toronto no less.
- Think it was at the restaurant and/or coffee bar in the hotel.
- And I drove my old Volkswagen all the way to NS sometimes through crazy weather.

Re York:

- I consider myself incredibly lucky for such mentors at York, plus it had an international feel: my best friend, Theano was from Greece and whom I stayed with and her family a few years later, and David (blanking on his last name), but he was from Africa not too far from Victoria Falls I think. Wish we had kept in touch too.

Summary

- I for one am most grateful you have embarked on this somewhat overwhelming project, but as a participant it is a good reminder of folk in our field of their accomplishments and to some extent, a historical catalogue.
- For myself, as I age, you can at times, feel not as much a part of things.
- This journey you embarked upon helps folk of similar backgrounds feel more inclusive and not just something from the past.
- Good on you. I for one am appreciative.

Now for some sunshine and gardening. Cheers, Susan.

5. Sue (Becket) Orr

Education: May 25, 1972: BES: Hon: Urban & Regional Planning, University of Waterloo

Below Photo: At the 1990 CIP Conference in London, Ontario:

Back Row: Joe Snizek (Ont), Terry Crowe (Regina)

Front Row: Laverne Kirkness (Ont) , Sue (Beckett) Orr (Ontario), Rick Spanik (Nova Scotia)



Below Photo: Left to Right: Jean Monteith, Joe Snizek, Sue (Beckett) Orr, Terry Crowe



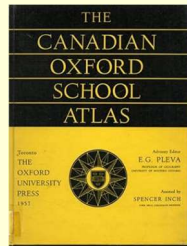
6. Mike Brown

Education:

Graduated: May 27, 1971: BES: Hon: Urban and Regional Planning, University of Waterloo

Experience:

- 1971: Defense Research Establishment Ottawa (DREO) (now Defense Research and Development Canada [DRDC]); Ellesmere Island: USSR submarine surveillance, Robeson Channel (between Ellesmere Island and Greenland (Denmark))
- 1972: Ski Instructor, Verbier, Switzerland
- 1973-76: Canadian British Consultants, Halifax:
 - Gros Morne Park Plan, Nfld. Tourism Plan,
 - Muskrat Falls/Belle Isle development,
 - Dartmouth Industrial Park,
 - Halifax Watershed,
 - Charlottetown CMHC,
 - DND Halifax redevelopment.
- 1977-1988: Delcan Consultants, Ottawa:
 - Private, federal, provincial, municipal, indigenous studies / plans.
- 1988-1993: MacDonald Developments, Ottawa: commercial/residential land development.
- 1994-2018: Smartplans Ltd., Kelowna BC: private / municipal development management.
- Kelowna Smart Homes Ltd: house construction.
- Has a partner and two children. Healthy, Wealthy and Wise.



Spencer Inch

Mike says that he -

- *Moved to Kelowna because his high school geography teacher, Spencer Inch who also wrote the school atlas, suggested that it was a nice place.*
- *He was right.*

1 st Year	2 nd Year	Grad Year	Retired
			

7. **Marnie Coulson**

London, Ontario

Education:

1963 - 1968 - South Collegiate Institute, London, Ontario,

1968 - 1971 - University of Waterloo, Waterloo, Ontario.

Marnie and Linda Allen were close friends at Waterloo and after.

Some 1967 - 72 Planning Grads still stay in touch with Marnie.

Experience:

October 10, 1991: Marnie was involved with:

- the Co-op Housing Federation of Canada, and
- Co-operative Housing, the Community Homes of Southwestern Ontario, London, Ontario

Date: c 1973: Jay Simons, Jean Monteith, Marnie Coulson, Linda Allen:



July 4, 2008: Marnie Coulson, Project Coordinator and Certifier
For Project 4259, Saugenn Maitland Hall Residence Refurbishing, University of Western.

2018: South Collegiate Alumni Association:



L to R: Allison (Goad) Ferguson, Paula (Neal) Coverly,
Marilyn (Blair) Plotzke, Marnie Coulson,
Eva Balogh & Jane Irwin

August 7, 2023: Marnie and Jean Monteith, at Marnie's Place, London, Ontario



8. "Ted" Edward Cowan

Basics:

Lives since 1980 in a 1942 house in west Toronto,

Married: Jo Patterson from Wiarton, Ont: Math.

Children:

- Daughter Rebecca a geneticist in the Sault,
- Son Alex a millwright, tool maker, Toronto area.

Phone: 1 (416) 660-5545

Email: - ted.r.cowan@gmail.com

Education

- 1967 -1971: University of Waterloo, Hons. BES, Planning, Economics
- 1971 - 1973: University of Alberta, Courses in Resource and Regional Economics
- 1976 - 1980: London School of Economics and Political Science, Ph.D., Resource Economics

Summary: Tried to make resource economics in energy, agriculture, fisheries, water, business and conservation - useful.

Experience:

In the main, I worked with others providing research & representation on resource use and protection:

- October 2015 - 2018: Consulting (semi-retired) banking, and securities regulation,
- May 2005 - June 2015: Customer Advisory Board, Hydro One: changes that help customers,
- November 1998 - June 2015: Ontario Federation of Agriculture, lobbyist/research for farmers on energy, trade, taxes, infrastructure,
- 1996 - Ongoing, as a volunteer Director, Chair and Treasurer helped start Escarpment Biosphere Conservancy, a land trust which involves:
 - 250+ preserves,
 - 25,000 + acres,
 - over 25 km of Lake Huron shoreline,
 - 80 kms of trails,
 - home to 70 species at risk and
 - hiking for over 200,000 visitors each year.

- Ted got into conservation, as his dad upon returning from WWII, was upset by the all the areas of tree cut for WW2, so he bought a farm north of Waterloo and planted 80,000 trees.
- 1980 - 1998: Director Policy and Economics, Fisheries and Oceans Canada, Burlington, Ontario: Internal consulting on costs and benefits of public investments in harbours, research, marketing, habitat management, different/more or fewer regulations, stock assessment.
- 1971 - April 1976, Alberta Government, Regional Planner, Edmonton, Alberta:
 - North Eastern Counties planning advice, and
 - Chaired Administrative Subgroup of Athabasca Oil Sands Development Task Force
- Senior Manager of Reclamation Funds, Land Conservation & Reclamation Group, Alberta Environment

Some asides

- Ted's mother. took sociology and poli sci classes with Jean Monteith.
- Two months after starting work in Alberta, he fell while climbing and became epileptic.
- In Edmonton, he and Jo shared a rented house with Don and Linda.
- Helped at Jo's parents beef farm at Wiarton, so that they could travel: had visits at the farm that summer from Doug and Maureen Koch, Linda Allen and Don DeGrandis.
- From Aug 1976 to April 1979, London School of Economics:
 - PhD was on oil sands,
 - Visitors from Waterloo days included Linda Allen, later her dad, Don DeGrandis, Gord Grant, Don & Sharon Getz, Jay Simons.
- Taught Resource Economics for two terms at U of W, as a fill-in Adjunct Professor: a useful refresher,
- 2022: Was awarded the June Callwood Outstanding Achievement Award for Voluntarism from the Government of Ontario.

Why Planning

Liked Jane Jacobs; interested in geography; to manage development; to promote conservatism.

Proud Of:

- Staff who became assistant deputy ministers and director generals,
- Sorting out problems for EBC and keeping it conserving.

Purpose of Education

To improve judgement and citizenship.

Found that Waterloo planning Grads (hired several: worked with more) are quick to learn and adapt.

Most peoples' judgment is better than mine.





Award: June Callwood Outstanding Achievement Award for Voluntarism

On September 28, 2022, the Government of Ontario gave Ted Cowan the prestigious June Callwood Outstanding Achievement Award for Voluntarism.

MPP Graham McGregor, Parliamentary Assistant to the Minister of Citizenship and Multiculturalism, presented the award to Ted.

The June Callwood Award recognizes people and groups who have made outstanding contributions as volunteers in their communities.

Ted has been recognized for his service to the Bay of Islands community, as a Board member and community volunteer.

You can read the official press release here.

Thanks to Lindsay Richards, John Bjornson and Patrick Thoburn for supporting the nomination.

Here are some quotes from Ted's award citation:

- *Through his bold and far-sighted actions of nature conservation, community building and partnerships with Indigenous peoples, Ted Cowan has served to inspire others in northern Ontario by his example.*
- *The Sudbury and Manitoulin districts are better places to live, work and play because of his efforts.*
- *Ted's most significant and visionary act as a volunteer member of BICA was an extraordinary decades-long effort to achieve a land conservation agreement that resulted, in 2021, in the permanent conservation of more than 2,100 acres of pristine, historically prominent land: Northern Ontario's Heaven's Gate property.*
- On behalf of all of us, congratulations Ted!



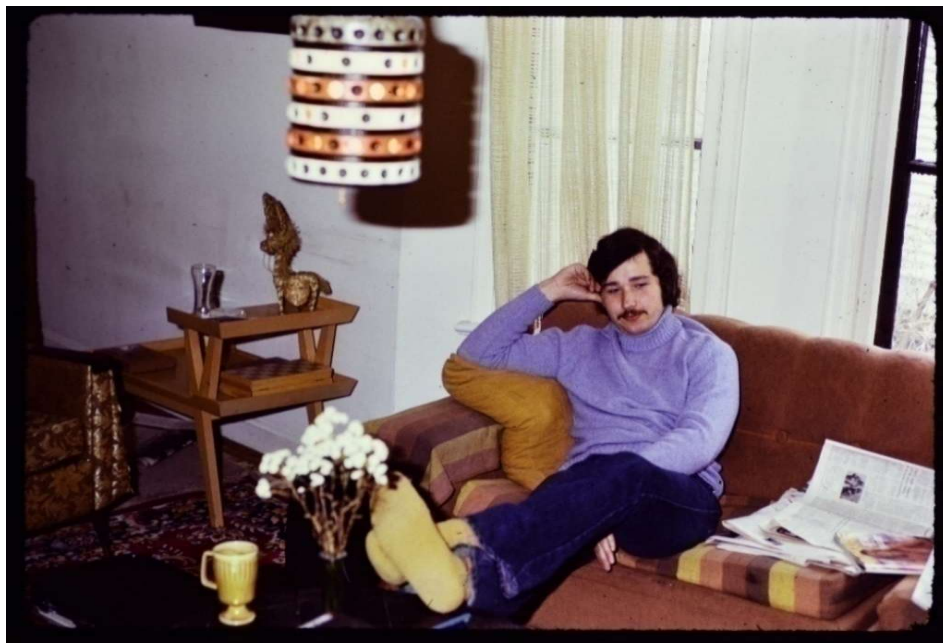
- <https://share.google/bHZA8d1zMhH6kJNcd>

Photos from Ted Cowan: the dates and locations may be off a bit.

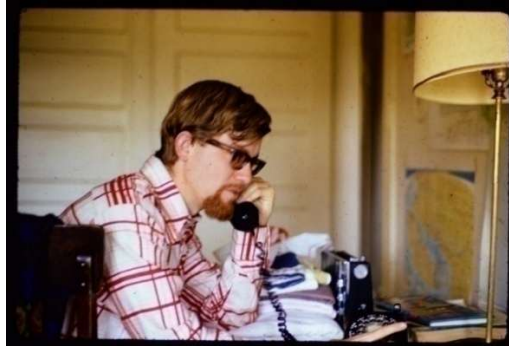
1973 - Jay Simon: Vancouver or Lethbridge



1973 - Don DeGrandis: Vancouver or Lethbridge



1973 - Doug Koch, Victoria



1975 - Don DeGrandis and Linda Allen - San Francisco



1974:



Linda Allen and Jo Cowan at back
Doug Koch, Ted Cowan, Maureen Koch in
middle
Can't remember the dog's name
Near Salmo BC 1974

9. Terence (Terry) Thompson Crowe:

Born: October 21, 1948 in Toronto, Ontario

Education:

1954 - 1961: Tottenham Elementary School

1961 - 1962: Tecumseth North Central

1962 - 1967: High School: Banting Memorial High School, Alliston, Ontario

1967 - 1971: May 25, 19972: BES Hon: Urban and Regional Planning, University of Waterloo

1985: Strategic Planning, Stephen Haines Centre for Strategic Management, California

1988 - 1989: Senior Management Development Program, Civil Service, Regina, Saskatchewan

Memberships:

1975 - Nova Scotia Order of Good Cheer, Annapolis Royal, NS (*You present, You're a member!*)

1976 - Annapolis Royal Heritage Advisory Committee

1977 - Nova Scotia Annapolis Valley Industrial Park Committee

1981 - 1996: Saskatchewan Professional Planners Institute (SPPI)

1997 - 2017: PIBC: The Planning Institute of British Columbia (PIBC).

Taught / Lectured:

Nova Scotia College of Art and Design; NS Land Survey Institute; Licensed Professional Planners of Nova Scotia; Saskatchewan Economic Developers Association; 1996 Canadian Economic Development Conference, in Halifax; Financing Planning Projects, SFU (with Michael von Hausen), University of Regina, Kwantlen Polytechnic University, Trinity Western University, University of Waterloo, University of Saskatchewan, CIP Conferences; the Richmond Urban Development Institute: Delegations from: China, Denmark, Australia, Mexico, Africa, and Richmond high and elementary school classes.

Big Wins

Helped with:

- NS Highway 101 rerouting to save Annapolis Royal and farmland
- The Annapolis Royal Economic Heritage Conservation Feasibility Study which led to the Annapolis Royal Historic Gardens, a revitalized King theatre, one way traffic, a gourmet restaurant, etc.
- The Saskatchewan Regional Economic Development Authority Strategy
- Saskatchewan Model Rural Basic Planning Statement Bylaw
- Richmond's 2010 Winter Olympic Speed Skating Oval
- The Richmond Rapid Transit Canada Line
- The Richmond City Centre Area Plan with high density urban villages
- The Steveston Village (Heritage Conservation) Area Plan
- The YVR Strategic Plan
- The Port of Vancouver Plan
- 2011: The Metro Vancouver 2040 Shaping Our Future Regional Growth Strategy
- Richmond Social Planning Policies and Strategies (e.g., First Nations, affordable housing, group homes, childcare, seniors, intercultural, public art, problem gambling avoidance and treatment, No-slots then Pro-slots).

Experience: Urban, Rural, Regional, Economic, Strategic Planning.

Why Planning?

I liked the maps and being in on and influencing the early stages of something new and important like a new OCP, an Olympic Oval, a rapid transit line, or an affordable housing strategy.

1971 - 1980: Nova Scotia:

How I Got Hired at Municipal Affairs, Halifax, Nova Scotia

In early, 1971, Hans Forestal, the Deputy Planning Director, Community Planning came to Waterloo to interview for summer and permanent planning staff. The interview occurred in what seemed be a University Planning Department small broom closet. When Hans asked me that I thought was important in planning, I was about to "public participation" and "environmental protection". The minute I said "public participation", he interrupted me and declared: "*Public participation! Yes, you're right. Unless you have that, planning isn't worth a piece of coon #%/'*". That was the interview. I got the job.

Little did I know that several years later, when planning in Annapolis County, I'd have to walk the talk, as the Annapolis County District Planning took on the NS Department of Highways for its refusal to have any public participation over its building of Highway 101 through the Annapolis Valley on its way from Halifax to Yarmouth. After the multi-year fight, Highways finally admitted that we had taught them a lesson and started incorporating public participation into their projects.

June 1971: "Oh, You're From Upper Canada": Confederation Did Not Serve Nova Scotia Well

In June 1971, when I started, my first Community Planning job with Municipal Affairs in Halifax, I was greeted at the door by John Zink, the NS born mapping technician, who shook my hand and said: "Oh, you're from Upper Canada".

The distain was because, after Confederation in 1867, many entrepreneurs, from Upper Canada (Toronto) came to Nova Scotia, bought up many of their companies and moved them to Toronto: thus, creating the unfortunate NS brain drain.

Early businesses that were moved to Toronto included banks (e.g., the Bank of Nova Scotia; RBC's predecessor, the Merchants' Bank of Canada, the Halifax Stock Exchange, trust companies, brokerage houses, shipbuilding (no longer wood but steel shipbuilding in Ontario), iron, textiles, sugar refineries, machine shops, glass, and general trade and investments.

Trade was biased against Nova Scotia. For example, in the 1970s, it was cheaper for Acadian Distillers in Bridgetown, in the Annapolis Valley, to ship a bottle rum, first to Toronto and then England, than it was to ship it from Bridgetown straight to England (Danny Harlow, VP & General Manager Acadian Distillers, Bridgetown, NS).

Born in Toronto, my saving grace was that my Great, Great landed in Nova Scotia in 1761.

From 1971 to 1973, Community Planner, NS Department of Municipal Affairs, Halifax

Provided planning advice to municipalities and district planning commissions (DPCs) (e.g., Yarmouth, Liverpool, Bridgewater, Mahone Bay, Lunenburg, Annapolis County DPC. Kings County, Windsor, Truro, Pictou DPC, Amherst, Canso, Sydney) - basically advising them to hire their own Planner because, if they had a zoning bylaw, to keep it, they had to prepare their town plan within 2 years. I reported to Alan Demb., Planning Manager, who had just arrived from Toronto

1971: I Talked with Rose Marie Bell: Oct. 22, 1965, Geography Grad, Waterloo

I talked on the phone with Rose-Marie Bell:

- She graduated in 1965 from the University of Waterloo.
- Her 1965 thesis was titled "*The Changing Functions of Elmira*". Her work is notably cited in bibliographies focused on German Canadiana in Ontario, reflecting Elmira's historical and cultural significance within Waterloo County. Her research analyzed the evolution of Elmira, Ontario, as part of the broader rural-urban changes in the mid-1960s. She is listed alongside other researchers of the era, such as Mabel Burkholder, in academic collections documenting the regional history and industrial development of Kitchener-Waterloo and surrounding areas like Sarnia and London. Her research remains a recorded part of the University of Waterloo's historical geography and regional studies archives.
- When I talked with her on the phone, she was working for Yarmouth, NS which surprised me because the NS Municipal Affairs Department hadn't yet asked the Town to hire a planner.
- I thought that she said that she was the first planner out of Waterloo.
- 55 years later, on March 22, 2026 when reviewing Waterloo Planning graduation dates, I discovered that she graduated in Geography on Oct. 22, 1965 and wasn't the first Planner to graduate from Waterloo: Alphabetically, Stanley Phillip (Phil) Hore was: BA Planning on May, 24, 1968: MA Planning on October 22, 1971, then Wendy Wright Cascaden and Ian McNaughton.
- Maybe, she meant, that she was the first Planner for Yarmouth, which is more likely.

1971: A Unique Crash Planning Program to Accommodate Michelin in Bridgewater, Nova Scotia

In July 1971, Bridgewater, Nova Scotia had to quickly prepare a town expansion plan to accommodate a new Michelin Tire Plant, the proposed Highway 103 interchange and needed housing. The Federal and Provincial governments hired Harold Verge, a veteran Planning consultant and former Director of Community Planning of Municipal Affairs, NS, to select any Federal, Provincial or private Planners, architects, engineers and land economists that he wanted, take them to Bridgewater, take over the local community college and prepare the plan by September.

Just out of Waterloo, I was luckily chosen to participate by conducting the land use survey and identifying the recreational needs of the Town's youth. The highlight was being included in the senior team's after supper Maritime planning stories: Never forgot it: Passed such on later.

1971: How Terry Crowe met his First Mayor

Part 1 - It occurred in Lunenburg, Nova Scotia.

In 1969, Nova Scotia got a new Planning Act (written by Reg Lang who went on to be a Professor at York University) which required that, if Nova Scotia municipalities wanted to keep their zoning bylaws (25 of 65 = 38%), they had to prepare a municipal development plan within two years,

The Town of Lunenburg quickly responded by hiring a consultant, preparing a plan, adopting it and sending it to Municipal Affairs in Halifax for approval in two ways:

1. by the planners, for the quality of the planning policies, and
 2. by a Provincial lawyer whose job was to protect the Queen (read limit municipal discretion).
- (BTW, the NS Municipal Affairs lawyer was Fran Robertson (Robert Stanfield's niece).

Municipal Affairs rejected Lunenburg's Plan and said that Lunenburg had to redo it.

Can't remember all the reasons why, but back then, there wasn't even a consensus on what the Table of Contents of a Plan should look like: Early days.

Lunenburg said OK, but wanted the Province to pay them to redo the Plan.

The Province said "No".

The Town was not happy.

Deadlock. Time went by.....

Then, I show up. My job was to give planning advice to municipalities and district planning commissions, from Sydney to Yarmouth, and suggest that, as necessary, they establish district planning commissions and / or hire their own planners, to start preparing their plans.

Early on, my Municipal Affairs bosses sent me, by myself, to Lunenburg to:

1. do a windshield land use survey (I had just bought a new light blue Ford 1/2 pickup from Wood Larkin in TO), and then,
2. drop into the Town Office and ask the Clerk to establish a meeting date between the Town and Municipal Affairs, to discuss next steps in their town planning.

(Side bar: Somehow, they "neglected" to tell me any of this previous Lunenburg planning controversy.

As requested, I did the land use survey (trust the Brits to arrogantly superimpose their rigid square street grid system on the steep sided drumlin of Lunenburg with up to a 22% grade (about 12.4°).

When I entered the old, dark, bank-like Town Office - picture this:

- in the middle was a big oak desk,
- with piles of papers on it,
- at it, sat an older fat man, the Town Clerk:
 - smoking the remains of a cigar,
 - wearing that typical green bankers' visor,
 - a white shirt with rolled up sleeves,
 - held up by black arm bands.

It was right out of the movies.

Standing to his right, was a bent-over tall well-dressed man - the Mayor.
They were going over some financial records.

I had never met, either a clerk or mayor before.

I said *"Hello, my name is Terry Crowe, I'm from Municipal Affairs and would like to set up a meeting with Council and Municipal Affairs, to talk about next steps in preparing your town plan"*.

Instantly, the tall Mayor straightened up and pointing his finger at me YELLED - and I quote:
"Jesus Christ, every time I turn around there's another - #%&?! planner."*

Welcome to Planning! (Waterloo didn't tell me about this part).

Such was my welcoming introduction to my professional Planning career.

I mentally ducked and repeated my request.

Eventually, the meeting was held, a Lunenburg District Planning Commission was formed, Phil Hore, a Waterloo planning grad was hired and the Town Plan was completed.

A Bluenose Connection

That Town Clerk was Bernard J. (Spike) Walters, the son of Captain Angus Walters who skippered the Bluenose.

The tall man was Mayor Sherman Zwicker who:

- was a millionaire,
- ran the Zwicker Fishing Company,
- helped get Lunenburg designated as an UNESCO World Heritage Site,
- chaired the 1978 provincial Planning Act Review Committee,
- became the Executive Director of the then Union of NS Municipalities and was awarded:
 - in 1989, the Lieutenant Governor's Medal for Excellence in Public Administration, and
 - in 2004, the Order of Nova Scotia.

He is often remembered for his refusal to align with any provincial or federal political party, choosing instead to remain "true to municipal government".

Part 2

Sherman and Waterloo Planning Grad Phil Hore became very good friends and once a year, over dinner, Sherman would repeatedly tell Phil how very sorry he was for yelling at me.

In the spring of 1981, just before I left Nova Scotia to finally work out West, I attended my last annual Licensed Professional Planners Association of Nova Scotia (LPPANS) Convention at the Nova Scotian Hotel in Halifax where Sherman was the main speaker.

Knowing that I was leaving Nova Scotia after 10 years, Sherman apologetically told everyone, the above story - in detail. Sherman and I got along. He was a humble man.

From 1973 to 1980, Director, Annapolis County District Planning Commission (DPC):

- As the first Planner, managed planning, building and subdivision approvals, and mapping units,
- Provided planning advice to Annapolis Royal, Middleton, Bridgetown & Annapolis County,
- Heritage Conservation: helped prepare Annapolis Royal's Economic Heritage Conservation Strategy, to revitalize the Town and establish the Annapolis Royal Historic Gardens,
- Remote Sensing: sponsored the first remote sensing project in Annapolis County with the NS Centre for Geographic Sciences, Lawrencetown, NS. Using satellite imagery, we identified abandoned cars for easily pick up to improve the environment.
- In 1973 - 78: Highway 101: When the NS Department of Highways refused to even give out a map of their planned Highway 101 route, over farmland and through historic Annapolis Royal, a five year fight occurred resulting in the ACDPC and County convincing Highways:
 1. not to split historic Annapolis Royal in two pieces, by routing 101 south of the Town,
 2. realigning 50% of the route up on South Mountain, thereby saving farmland,

3. to adopt the “McHarg” based Highway 101 route options mapping technique that Professor Peter Truitt’s students’, from the Nova Scotia College of Art and Design (NSCAD) prepared, and
4. to thereafter, incorporate public participation into their highway planning processes. Archie Thomas, the Director of Planning for Highways said that: “...*they had learned their lesson*”. Going forward, they would change their approach, from their longstanding “*Strike a Line and Defend It and Don’t Give Them Any Maps Approach*”, to a “*Participatory Consultative Approach*”.

This was quite a win because in 1973, when the Valley politicians first went to Highways and asked for a map of the Highway 101 alignment, Highways said “No!”.

The Highway 101 South Win was due mostly to the efforts of Peter M. Nicholson, the then Deputy Premier, Minister of Finance and MLA for Annapolis West:



1970s: Mike Donnelly, Planner, Annapolis County District Planning Commission, NS:



June 1975: Meeting Professor Ian McHarg: Design With Nature

In 1975: I met Ian McHarg in Halifax, when he was invited to speak by one of his University of Pennsylvania grads, Professor Peter Truitt, who taught planning at the Nova Scotia College of Art and Design (NSCAD) and had help fight Highway 101.

At McHarg's talk, he said that, the farther away he got from the University of Pennsylvania, the more respect he got: and vice versa.

His talk was going OK when suddenly he broke down crying.

We all didn't know what to think. We took a break.

Peter then came over and said that it was because his first wife had recently died.

She was Pauline Crena de longh McHarg who died of leukemia on November 18, 1974 at the age of 51. After the break, he completed his talk. An interesting afternoon,

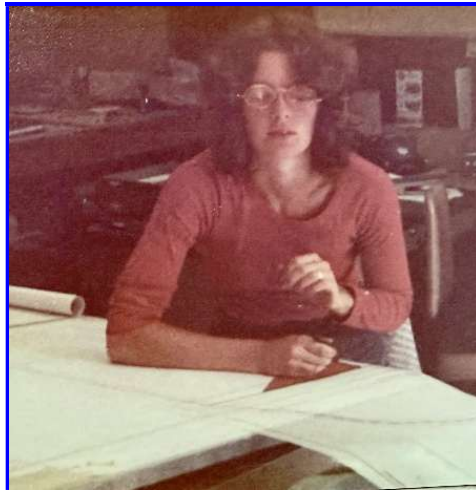
1974: The Annapolis Valley Industrial Park Strategy:

Assisted the NS Department of Economic Development in preparing the Annapolis Valley Industrial Park Strategy: Waterloo Planning Grad Ted Cymbaly helped too.

In 1975, Received A \$77,000 Canada Council Remote Sensing Grant

Helped the NS Centre of Geographic Sciences by getting a \$77,000 Federal grant to pioneer new remote sensing techniques (e.g., to quickly identify abandoned cars in Annapolis County, NS, for pickup, to minimize pollution and to avoid having to tromp hours through the bush to find them).

Photo: Candice Clarke, Senior Remote Sensing Technician, NS Centre of Geographic Sciences:



1976: Got Uranium Public Meetings Held in Annapolis County

In the mid 1970, the NS Department of Mines quietly issued uranium exploration licences in Nova Scotia and Annapolis County. In 1976, while I was eating lunch at an Annapolis Royal Café which I seldom did, an unknown man came over to me, introduced himself as a private geologist working in the area and asked, if I had heard that Shell Resources which was quietly exploring for uranium in the County had discovered traces of uranium on the ramp to the County's Greywood solid waste incinerator 13 kms SE of Annapolis Royal. I hadn't. He hinted that, I should check it out.

As I was busy with other projects, I didn't.

The next week, again by total coincidence, in the same Café, he came over and asked me, if I had checked it out. I then did and got the Departments of Health and Mines to reluctantly reveal that they wouldn't recommend, for example, either camp out, or sleep on the ramp to the incinerator.

I then so advised the media; one thing led to another and eventually the Province held public meetings all through the Valley.

The result was that uranium exploration stopped, partly due to public concern and partly because, if they had of mined uranium, the easily fractured rocks would have let unacceptable traces of uranium into the groundwater and water supplies.

From 1980 to 1981: A Technical Planning Instructor

For one term, I was a Technical Planning Instructor at the NS Community College, Centre of Geographic Sciences in Lawrencetown, Annapolis Valley teaching a planning technician course while living in a hamlet called Paradise, NS. NS. (Note: I left it for something better).

Perspective on Nova Scotia

- Governance and management wise, I found that NS is a remnant of the British Empire which operated(s) on the Old Boys Club, old money, old family, old religion principle which stifles planning and sets them back quite a bit.
- For example, in 1976, a Town Council in the Valley wouldn't install a pumping station to enable 50 more houses because they couldn't predict how the new residents would vote.

Joanne Lamey, Executive Director, NS Community Planning Association of Canada (CAPC).

In the 1970s, Terry worked with the Nova Scotia CAPC.

Below: July 28, 2023: Joanne Lamey, the retired Executive Director, NS CPAC, Dartmouth, NS:



1981 - 1995: Saskatchewan

- From 1982 to 1985: Manager of Community Planning, Saskatchewan Rural Affairs giving planning advice to some 150 Rural Municipalities and Qu'Appelle Valley Planning Commissions,
- In 1982: Turned down an offer to work for the Sask Budget Bureau to get my Black Belt,
- From 1985 to 1992: Manager, Community Economic Development, Rural Development: Established and managed 61 Community Economic Development Committees and 38 Rural Development Corporations with 50% cost sharing assistance,
- From 1992 to 1996: Manager, Community Economic Development, Saskatchewan Economic Development, helped bring some planning rigour to the then unclear definitions of "job creation" and "community economic development"; co-wrote the Sask Regional Economic Development Authority (REDA) Policy Program, to help regions plan their diversification, due to the economic decline of their primary resources (e.g., wheat, potash, coal, uranium),
- From it, 28 REDAs were eventually established each averaging 14 urban and rural municipalities, and including First Nations, colleges, health boards and Community Futures Corporations,
- 1996: Saskatchewan Human Rights Commission Hearing: won an Employer - Employee mental health dispute which, at that time was the Commission's longest hearing.

From 1997 to 2017: British Columbia:

From February 1997 to November 2017 (20 yrs): Manager, Policy Planning Department (PPD), City of Richmond, BC, as a generalist, coaching manager and Planner with a diverse staff of around 10 land use and social planners, urban designers, architects, and data and mapping planners, assisted in preparing short and long range plans and policies, for example:

- In 2011: Regional Plan: “Metro Vancouver 2040 “Shaping Our Future”,
- YVR’s 2037 Master Plan (Implementation: thanks Kevin Eng, Senior Planner),
- Port Metro Vancouver’s 2041 Land Use Plan,
- Richmond’s 1999 and 2041 Official Community Plans (OCPs) (thanks to all PPD staff).

July 19, 2024: 11:38 am: Richmond’s Brainy Policy Planning Team

Hosting a Planning Open House at the Thompson Community Centre, Richmond, BC



Foreground, Left then Clockwise: Suzanne Smith, Minhee Park, Tolu Alabi, Helen Hau, Emily Huang, Sonali Hingorani, Laurel Eyton, Alex Costin, James Hnatowich, Terry Crowe, Steven De Sousa, Cathy Swan, Sara Badyal, Manraj Gill, John Hopkins, Fred Tewfik, Diana Nikolic, Suzanne Carter-Huffman

(Photo: Suzanne Smith)

- Some Area Plans and Policies:
 - 2003 Agricultural Viability Strategy (thanks David Brownlee, Planner & Kevin Eng, Planner),
 - 2006 Flood Prevention Strategy (thanks David Brownlee),
 - 2006 West Cambie Area Plan: Linda Allen, City Spaces helped: accommodated Walmart (on geothermal) (thanks, David Brownlee, Planner),
 - 2009 City Centre Area Plan with high density urban villages around each of the 5 Canada Line rapid transit stations (thanks Suzanne Carter-Huffman, Senior Planner / Urban Design),
 - 2010 Olympic Speedskating Oval Village Precinct (thanks Suzanne Carter-Huffman, Senior Planner / Urban Design),
 - 2014 Hamilton Area Plan (densified shopping mall village) (thanks Mark McMullen, Planner),
 - 2021 Lansdowne Shopping Centre Final Master Land Use Plan (thanks Diana Nikolic, Senior Planner / Urban Design),

- Award Winning Steveston
 - the 2000, 2009 & 2017: Steveston Area Plan (heritage conservation),
- October 21, 2016: Richmond was awarded the Prince of Wales Prize for Municipal Heritage Leadership by the National Trust for Canada in Hamilton, Ontario:
 - The Prince of Wales Prize Jury described Richmond's approach to heritage conservation as "holistic" and "forward-looking" in its principles.
 - The Award celebrates the ongoing commitment of City Council to preserve and protect our community heritage through policies, legislation, conservation and restoration and programs, and honours the many organizations, individuals and volunteers that have made Richmond's heritage conservation successes possible.
 - Thanks to many including Bob Ransford.
- August 28, 2020: Steveston voted Metro Vancouver's Best Neighbourhood
 - Based on a CBC New Article: In a CBC reader contest, it has been crowned the winner in CBC's Search for Metro Vancouver's Best Neighbourhood, as determined by almost 500,000 votes cast during a six-week long contest that started with 192 neighbourhoods across the Region.
 - After whittling them down week by week, there were only two contenders for the title left in the ring - Vancouver's Mount Pleasant and Steveston.
 - Steveston won with 61% of the public vote in the final round.
 - Harold Steves, a past Richmond City Councillor, Steveston resident and descendent of one of the founding families of the neighbourhood, championed his community from the start of the standoff.
 - "People who live here are proud of where they live and a lot of people like to come to Steveston because we retained its character," said Steves, adding much effort was put in at City Council in the 1960s, to designate part of the neighbourhood as a heritage zone, to ensure the community kept its quaint charm.
 - Steveston is essentially a classic suburb adjoining a fishing pier, with a main street that doubles as a storybook movie set, museums, waterfront parks and heritage markers in all directions.
 - Two national historic sites, make it a popular destination for tourists:
 - the Gulf of Georgia Cannery. and
 - the Britannia Shipyards National Historic Site
 - In the Spring, there's the:
 - Steveston Salmon Festival,
 - Richmond Maritime Festival,
 - the annual Santa Claus Parade.
 - the Cherry Blossom Celebrations,
 - In the early 1900s, the boardwalk was home to 15 canneries, supplied by fishermen from all over the World who flocked to the Fraser for salmon: now, it is a popular promenade for locals and visitors alike".
 - Kelvin Higo, who serves on the advisory committee with the Japanese Canadian Cultural Centre of Steveston, says the neighbourhood is a prime example of how a place can benefit when people and groups living together can also work together.
- (Thanks, David Brownlee, Planner; Sara Badyal, Architect & Planner; Terry Brunette, Heritage Planner; Minhee Park, Heritage Planner 3; James Burton, Architect).
- Prepared a BC Municipal Heritage Conservation Toolkit

Project: Around 2009, when updating Richmond, BC's Steveston Village Heritage Conservation Area Plan, the BC Ministry of Tourism, Arts, Culture and Sport: Heritage Branch, helped by giving the City \$75,000 on the condition that Richmond would:

 1. identify every BC municipal heritage planning tool (e.g., bylaws, permits, agreements),
 2. describe their purpose, and pros and cons,
 3. draft all the model documents, and
 4. prepare a report for the BC Ministry.

With Sara Badyal, Architect and Planner, and 2010 CPI Fellow and Planning lawyer, William Buholzer, the documents and report were prepared and the Province put them on its Website.



Benefit: The benefit is that smaller BC municipalities with limited staff and budgets could now more easily and cheaply find the correct heritage document that they needed, have a lawyer finalize it and implement it far more quickly to conserve their heritage.

- The Richmond Policy Planning Team pioneered Municipal Social Media Tools (e.g., website surveys) which increased public participation in planning (e.g., in one case, they enabled over 90,000 people to participate in the new 2041 OCP review process, 24 hours a day, without having to attend an open house (thanks Cathy Swan).
Example: Richmond, Social Media Planning Tool:



- October, 2005: Canada's Pacific Gateway Strategy
 Helped prepare Canada's Pacific Gateway Strategy, to strengthen Canada's Asia-Pacific trade (e.g., China, Japan, India), by removing port, rail, road and border security constraints.
- Gaming, Slot and Casino Policies
 - Prepared a municipal: No Slot, then a Pro Slot Policy: and Casino Policies,
 - Helped plan Richmond's River Rock Casino
 - Prepared BC's 1st Problem Gambling Addiction Prevention and Treatment Strategy (thanks to Lesley Sherlock, Social Planner).

- November 21, 2024: *More Brain Power of Richmond's Policy Planning Team*
Hosting another Planning Open House at the Main Brighthouse Library, Richmond, BC



*Top L-R Diana Nikolic, Cathy Swan, Russell Nelson
Bottom L-R Emily Huang and Minhee Park*

(Photo: Terry Crowe)

- Federal and Electoral Boundary Planning: After the 10 year Federal Census, on the request of the Federal and Provincial Electoral Boundaries Commissions, supplied detailed municipal population data per smaller neighbourhoods, to help them establish new Federal Electoral Districts. Currently, there are 338 Federal Electoral Districts in Canada: with an average population 121,891 people. (Sources: Statistics Canada; Elections Canada) (thanks Onkar Buttar, Planning Analyst).
- Updated City Development Cost Charge (DCC) and Amenity Cost Charge (ACC) Bylaws
To require developers to pay for infrastructure and community amenities, as follows:
 - DCC Bylaw: Facilities: Highway (roads), Sanitary Sewage; Water, Storm Drainage, Fire Protection, Police, Solid Waste and Recycling Facilities, and
 - Amenity Cost Charges: help pay for: Community, Youth, Seniors, Recreational, Athletic, Library, Child Care and Public Square Facilities (thanks all PPD).
- A Social Policy Generator which Helped Expand the City's Community Services Division
 - Looking back, the Policy Planning Department generated so many new social planning policies, strategies and programs, that to avoid it from getting bogged down and to successfully have them implemented, they were transferred to a separate Community Services Division (e.g., child care, inter-cultural, First Nations, seniors, public art, preventing problem gambling addiction, group homes, affordable housing, disability).

- The implementation of each of these social priorities involves significant work, for example:
 - to implement the affordable housing strategy requires much negotiation and many legal documents, and
 - many social priorities involve Council appointed citizen advisory committees (e.g., 8 to 12 members) which the planners have to feed and water by: preparing Council appointment reports; monthly committee agendas and minutes and annual work plans; and assist with consultant studies and five-year strategies.
- Thanks to Marg Picard & Carolyn Morrison, Job Share Social Planners; Kari Hutala, Planner 3: Lesley Sherlock, Social Planner.
- 1st BC Co-Located Fire and Ambulance Station in a Major Urban Centre
 In 2017, in the West Cambie Area, Richmond opened BC's first co-located fire and ambulance station in a major urban centre: the Cambie Fire Hall No. 3 & North Ambulance Station:
 Purpose: To improve efficiency and joint training opportunities for both services.
 Capacity: Fire trucks, up to 6 ambulances, repair bays, a shared gym & specialized workstations.
 Design: It features: post-disaster construction, LEED Gold standards and public art.



- "The Highway To Heaven", Richmond, BC
 Unique in the World because, it is where 20 diverse religious institutions have voluntarily co-located and promote interfaith cooperation, multiculturalism and coexistence. It's along a 3 km. stretch of No 5 Road in Richmond's Agricultural Land Reserve (ALR) where side by side temples, mosques and churches occur including: Buddhist temples (e.g., Thrangu Monastery), Hindu temples, Sikh Gurdwaras (e.g., Gurdwara Nanak Niwas), Shia and Sunni Mosques (e.g., Az-Zahraa Islamic Community), Jewish synagogues and Christian churches.
 They also co-operate by participating in joint community dialogues to foster cooperation and sharing parking, particularly during their annual celebrations.



Date: May 24, 2026: Richmond News
 Event: *The Bathing of The Buddha Ceremony and Vegetarian Bazaar*
 Place: Lingyen Mountain Temple, on Richmond's Highway to Heaven
 Source: Richmond News:
 Photo: courtesy of Grant McMillan

It enables Richmond to solve 2 problems:

1. How to encourage farming on narrow NS strip of Richmond's ALR that wasn't being farmed,
2. How to accommodate the increasing demand for many large, religious facilities with large parking lots whose followers can't afford to buy up expensive houses and rezone them to Institutional Use.

The 1/3 - 2/3 Solution:

- the first 1/3 of a site (110 m) allows religious facilities on the condition that,
- the back 2/3 of the site is farmed.

Additional helpful Richmond staff include: Johnny Carline, George Duncan, Lauren Melville, Lani Scultz, Serena Lusk, Richard McKenna, Andrew Nazereth, Jerry Chong, Robert Gonzalez, Lloyd Bie, Sonali Hingorani, Gordon Chan, Victor Wei, Joan Caravan, Jane Fernyough, Kim Somerville, Russel, Cathy Carlile, David McLellan, Joe Erceg, Darlene Teranishi, Jo Anne Powell, Jean Lamontagne, Dave Semple, Mike Redparth, Ian Chang, Wayne Craig, Brenda Grams, Janet Lee, Rob McInnis, John Foster, David Johnson, Cindy Piper Chan, Mille Chu, Janet Digby, Ted Townsend, Kim Decker, Andrea Lee Hamilton, Frank Sciberras, Ruby Nishi, Tracey Wilmink, Morgan, Morgan Muir, Scott Aycock, Stuart Jones, Ted Townsend.

2011 Richmond Residents and Terry Crowe, City of Richmond Council Chambers

- Preserving BC's Agricultural Land Reserve (ALR) Discussion
- For the City's 2041 Official Community Plan (OCP):



(Photo: John Hopkins)

10. Don James DeGrandis:

Born 1949, Mississauga, Ontario

Education

- May 25, 1972: BES: Honours Urban and Regional Planning, University of Waterloo,
- 1978, LL.B., University of Ottawa,

A member of The Law Society of Upper Canada

September 23, 2003, was the Director, Corporate Legal Services and Senior Legal Counsel, Corporate Secretarial, TransCanada Pipelines, Calgary, Alberta.

Don has been the:

- Secretary & Vice President for TransCanada Energy Ltd.,
- Secretary of TransCanada Calibrations Ltd.
- Secretary & Vice President for NOVA Gas Transmission Ltd.
- Vice President & Assistant Secretary at Trans Canada Keystone Pipeline GP Ltd.,
- the Vice President & Assistant Secretary at Gas Transmission Northwest LLC.
- the Secretary for Nortel Networks Corp.,
- Secretary of EPCOR Power LP.
- Vice President & Assistant Secretary at Gas Transmission Northwest LLC.
- February 2013, Donald Denese DeGrandis lived in Thornbury, Ontario
- 2017 - 2018 Board of Directors, Georgian Cycle & Ski Trail Association
- January 21, 2016, Georgian Trail Board Of Management

In April., 2023 Don and Denese DeGrandis were living in Thornbury, Ontario

In 2026, they may be in Calgary.

I remember that Don and Katherine McGuire were the first of us, to really get into public policy.

Spring 1971: At Don's Home, Oakville, Ontario



Photo: Terry Crowe

11. Ron Foy (1940 - 2015)

Born: 1940

1966 at 25 married Rose

1967 at 27 entered the University of Waterloo

Died: Saturday, October 17, 2015 at the age of 75.

Loving and dedicated husband of Rose for 49 years.

Dearest father of Susan and Jenny.

Greatest Grandpa of Amy, Tommy and Richard.

Eldest brother to Gordon and Irene.



Experience - Oakville

- December 12, 1984 (at 44)
- Town Planning Director, Oakville, Ontario:
- Ron's report to the Oakville Council:
 - Need: The Bronte commercial area in Oakville needs a market study to be more vibrant.
 - Background
 - a downtown streetscape study for Oakville has been completed,
 - says that the private sector needs to become more involved,
 - says that the 1972 problems, 12 years ago, remain because there's been lots of policy, but insufficient implementation,
 - the previous impetus to do something, suddenly stopped for some reason,
 - more parking is necessary and an effective public parking policy,
 - the Lakeshore Streetscape and traffic management need attention.
 - Proposal
 - establish a special committee to make Bronte area recommendations,
 - consider designating part of Bronte, as a tourist area for Sunday shopping,
 - further develop park and walk/cycleways along Ontario Street to channel more activity to the commercial area,
 - prepare urban design guidelines and site plan controls for the area east of Jones Street to create a unique shopping area,
 - investigate the possibility of an outer harbor development in Bronte rather than Burloak Road,
 - Review past studies.
- August 1993: Oakville: Ron is the Deputy Town Manager and Manager of Development and Community Planning
- Ron was a Paul Harris Fellow Rotarian. '
 - To be a Paul Harris Fellow, one needs to donate \$1,000 to the Rotary.
 - Rotary International is one of the largest service organizations in the world.
 - The mission of Rotary, as stated on its website, is to "provide service to others, promote integrity, and advance world understanding, goodwill, and peace through fellowship of business, professional, and community leaders".

- It is a non-political and non-religious organization.
- Membership is by application or invitation and based on various social factors.
- There are over 46,000 member clubs worldwide, with a membership of 1.4 million individuals, known as Rotary members.

Ron will be remembered by those who knew him best as a great protector of those in need and also as a gentleman.

12. Professor Donald Phillips Getz: BES, MA, PhD

13. Born in Exeter, Ontario (50 km north of London)



Waterloo Years:

- 1967 - 70 Years 1-3: lived in the Village
- 1970 - 72 Year 4 - lived in an apartment with Hans Mandan.

Education:

- In 1971, a BES: Urban and Regional Planning: liked geography, University of Waterloo
- In 1975, an MA from Carleton University (Geography)
- In 1976 - 1981, a PhD from the University of Edinburgh (Social Sciences)
 - studied the Scottish Highlands
- 1976 -78 saw Gordon Grant there getting his MA in Landscape Architecture

1977 - Edinburgh - Photo by Ted Cowan



Don & Sharon Goetz Edinburgh 1977

Work

- Don advises that he has always been an academic:
- 1980 - 1991 (11 years)
 - Assistant and Associate Professor, Recreation and Leisure Studies, University of Waterloo
 - For Nepean (e.g., prepared gravel pit & quarry bylaws: found it boring)
 - Consulted, presented at conferences in Queensland, Sweden, Canary Islands
- 1991 - 2009 (18 years)
 - In July 2009, Dr. Don Getz retired from his full-time academic position in the Haskayne School of Business at the University of Calgary.

After Retiring in 2009 (15 years)

- He remained Professor Emeritus of Tourism at University of Calgary.
- He is a professor in the Tourism and Hospitality Management program at the Haskayne School of Business, University of Calgary
- Had/Is visiting & or parttime positions at the:
 - University of Queensland (Brisbane, Australia),
 - University of Stavanger (Norway), and
 - University of Gothenburg (Sweden)
- He is an ongoing visiting professor:
 - Events Management at Griffith University in Brisbane, Australia, and
 - at Sheffield- Hallam University in Sheffield, England.
- He teaches international tourism, planning and policymaking, resort management and event management.
- His ongoing research involves special-interest tourism (i.e., wine) and event-related issues such as management, event tourism, and events and culture.
- The research that Dr. Don Getz conducts often has a particular focus on the effects or impacts of tourism and recreation on people, the environment, and the economy.
- He is a specialist in international tourism consultancy working primarily in the fields of:
 - Destination, City and Regional Planning
 - Market Research
 - Strategy and Development
 - Sustainable Destination and Tourism Development
 - Events and Event Evaluation
 - Culture Tourism (Heritage, Arts, Lifestyle)
 - Food Tourism
 - Marketing and Market Communications
- Publications include:
 - 1990: Festivals, Special Events, and Tourism. New York: Van Nostrand Reinhold.
 - 1997 (2nd ed. 2005: Event Management and Event Tourism. New York: Cognizant.
 - 1997: The Business of Rural Tourism, London: Thomson; S. Page and D. Getz (eds.).
 - 2001: Explore Wine Tourism: Management, Development, Destinations, NY: Cognizant.
 - 2004: The Family Business in Tourism and Hospitality. London: CABI. Getz, D., Carlsen, J., and Morrison, A.
 - 2007: Event Studies: Theory, Research and Policy for Planned Events. Oxford: Elsevier. (2nd ed., 2012: Routledge).
 - 2026: Don advises that he is editing his current book: “The Encyclopedia of Event Management and Event Tourism.”



- 2025 News about Prof. Don Getz
 - Professor Don Getz says...
 - “I got a nice award last year, with trophy, from PCMA (professional conference management association) but could not attend the ceremony in Washington DC (and because of Trump did not want to go!).
 - This award is for contributions to event management education.
- The 2025 Award says...
 - Congratulations to Donald Getz, PhD., Professor Emeritus University of Calgary, our 2025 Visionary Awards Lifetime Achievement Educator Honoree!
 - A core founder of the academic study of event management, Donald Getz, a researcher, author, and speaker, has dedicated his career through his thought leadership via his internationally renowned textbooks integral to the study of business events.
 - He has educated thousands of students through his academic work and, as a result, has made solid contributions towards making event management a distinct professional field in universities throughout the world.
 - Join us on April 10, 2025, during Business Events Industry Week, as we honor this extraordinary leader and celebrate the remarkable achievements of all our honorees and finalists.



- More re the Award
 - In 2025, Donald Getz, PhD, was recognized as a Lifetime Educator Honoree at the Professional Convention Management Association (PCMA) Visionary Awards.
 - On April 19, 2025, the event celebrating the Honorees was held during Business Events Industry Week in Washington, D.C.
 - The PCMA Visionary Awards honor exceptional stars and leaders in the global business events community.
 - Donald Getz was specifically acknowledged for his significant contributions to making event management a distinct professional field in universities worldwide, largely through his role as a core founder of the academic study of event management and his internationally renowned textbooks.
- Don adds that he's writing more....
 - Terry: Unfortunately, the Award came with a trophy only, no money!
 - I am currently editing and writing in a new *Encyclopedia of Event Management and Event Tourism*. The index is a mile long. That's the only academic stuff for now.
 - Also writing novels and self-publishing on Amazon/Kindle books, under the pen name D.G. Philip.

14. Gordon Grant

Home: Calgary

Education:

- May 27, 1971: University of Waterloo: BES Urban and Regional Planning,
- University of Calgary: MA Civil Engineering,
- 1976-8: University of Edinburgh: MA Lands Architecture / Urban Design,
- 1978: Calgary: computer training.

Says that he couldn't land on what he wanted to be, hence all the degrees.

Terry Crowe summarizes his September 4, 2024 conversation with Gord:

Early days:

Born: Feb 3, 1947 (78): in Kingston; grew up on Ottawa: sister lives in St. Thomas, Ontario

Gord is very smart, talented and energetic, likes economics and statistics: as shown below.

Says that he couldn't land on what he wanted to be, hence all the degrees.

In 3rd year (Spring 1970) at Waterloo, Gord loved Professor Kamal Sayegh's 3rd year Statistics Course: it was his favourite and best course: (he was the only one that did).

- 1970s: After graduation, Gord:
 - bumped into Jay Simons in Dawson Creek one summer,
 - planned in Calgary preparing design briefs for long term plans,
 - in Vietnam, he worked for a contractor who worked for Bechtel designing roads and infrastructure; saw fighting; interesting scrapes,
 - hiked across South East Asia (e.g., Vietnam, Burma, India, Pakistan, Iran, Sri Lanka),
- 1972 Gord planned Neighborhood Improvement Programs (NIPs) for Edmonton,
- 1973 Gord, Mike Brown, Linda Allen and Don DeGrandis had a vacation in Banff,
- 1976-8: Gord got a MA Landscape Architecture, University of Edinburgh, Scotland,
- August 3 - 12, 1978: Gord helped plan the Commonwealth Games in Edmonton,
- 1978: Calgary: he was a landscape consultant,
 - Gord got a diploma in computers,
 - Got a real estate diploma,
 - Calgary: Got a MSc in Engineering: Civil Project management,
 - Gord took many law courses: almost got a law degree,
 - With a partner, bought and speculated on houses in Alberta, Texas, Phoenix,
- Gord planned in Saanich, BC for a while,

- Linda Allen, Principal City Spaces was prepared to hire him but he liked to stay in Calgary,
- For 15 years, Gord owned and ran a successful Micro Soft computer training company,
- By 2010 Gord had bought 7 houses in Phoenix: sold 4: kept 3.

December 11, 2025 Conversation Update

Terry and Gord talked for 3.5 hours:

Lives in Calgary, from May to December,

Lives in Arizona, from December to April,

Houses: Total = 8: In Calgary 2: in Phoenix 5: in B.C. 1,

Health is fine: Walks a lot,

Has saved lots in silver and gold coins,

Family Ancestry:

- some French Huguenot,
- some settled in Lunenburg,
- some Scottish,

A Great Grandfather helped build Gibraltar,

A Grandad in Calgary was an expert with radios and invented the clapper brake which helps send several radio signals at once,

Men in family were decorated fighter pilots,

Some were honoured by King,

Has a sister in St Thomas, Ontario

One uncle owned radio stations from Alberta to California: a multimillionaire: then lost it in the Depression,

One relative helped build the DEW Line,

In Inuvik, a mountain is called Grant Mtn after a relative,

In Calgary, ran a computer business and made \$6M per year for a while,

Does well in real estate because he studied engineering economics,

Was an engineer in Vietnam, took a train across Russia,

Has 2 Himalayan cats, and is happy

15. **Edward) Ronald Greeley** (Nov 16, 1948 - Feb. 12, 2016) – A Friend of Terry Crowe

Education:

1967, Midland Avenue Collegiate Institute, Toronto, Ontario

1967: Geography, Waterloo

1970, Geography/Latin American Studies, Toronto, Ontario

1996, Chartered Life Underwriter CLU Certificate, Taxation/Finance, McGill University, Montreal,

Experience

Parks:

- Terry says: In the early 1970s, Ron was getting sponsors to travel around the World to write a book about national parks,
- He chose Montreal as his home after growing up in Toronto and traveling the world.
- He was involved in a scientific expedition after graduating from the University of Toronto where he traveled to 60+ countries visiting their national parks.
- Then, he worked several years doing adventure tours in Latin America and then trips from Panama to Alaska.
- His great passion was the history and local places of interest in Eastern Canada. This entire region is rich in history and culture and offers many wonderful choices. Historic Ottawa, Canada's capital is only a 2 hour drive away from Montreal, and magnificent Mount Tremblant is even closer. There are also fascinating historic sites like Upper Canada Village, wineries, and maple sugar shacks, but there is too much to see so you must choose what interests you the most.

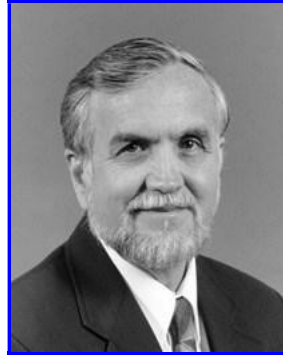
Insurance

Ronald Greeley CMSBB, CLU EPC, Sunbelt Business Brokers-Montreal-West Island, Business Broker

Obituary

It is with heavy hearts that we announce that Ron Greeley passed away at the Jewish General Hospital from complications related to the cancer he had been fighting for 10 months.

We invite those who wish to celebrate his life to join us the memorial service being held in his honour this coming Saturday February 20th, at 2 PM, at Hudson Baptist Church located at 3141 Cote St-Charles, St-Lazare, Quebec, J7T 2H8. Light refreshments will be served after the service.



16. Suzanne Hawkes

Principal, Convergence Strategies,
Vancouver, BC.

Education:

- 1987 - 90: Bachelor Environmental Studies, Hon. Environmental Studies, University of Waterloo,
- 1990 - 1993: MA Resource and Environmental Management, Applied Science, SFU:

Thesis:

- Focused on the intersection between First Nation rights and community-based resource management, particularly in Gwaii Hanaas (*Islands of Beauty*),
- Also conducted social impact assessment research focused on the perspective of Cree and Inuit women in the Great Whale Hydroelectric project in northern Quebec.
- Both Degrees focused on Indigenous-led resource management.

Vision

A diverse cross-sectoral network of collaborative, service-oriented leaders working across difference to leverage shared power and achieve transformational change.



(Source: Convergence Strategies).

Training:

- Robert Gass: She has studied with transformational leadership trainer Robert Gass,
- An Alumni with the Art of Transformational Consulting, Dr. Julie Diamond and Anima Leadership's year-long intensive in Deep Democracy: Micro-skills of Leadership, Collaboration and Facilitating Collective Change,
- Feb. 2024: Certified Professional Coach, International Coaching Federation:
 - Booming Willow Life Coaching Institute, Detroit,
- Aug. 2019: Qualified Administrator, Intercultural Development Inventory (IDI), LLC, Maryland, US,
- Sept 2016 - Now: Instructor & Co-designer, Executive Leadership Certificate Program, SFU, Van.
 - It grooms managers for 21st - century workplaces,
 - The part-time Program helps students cultivate six mindsets that help supervisors succeed in an increasingly complex world.
- Sep 2013 - Now: Senior Consultant, INPARTNERSHIP CONSULTING, INC., Oakland, California,
- 2008 - Now: Senior Trainer and Coach, Rockwood Leadership Institute, San Francisco, USA:
 - Rockwood is the leading provider of multi-day transformational leadership training retreats for the not-for-profit sector in the United States,
 - I am the sole Canadian among our team of 10 multi-racial trainers.
- Dec 1997 - Mar 2007: Co-Founder, IMPACS Communications Centre, Vancouver, BC:
 - IMPACS-Institute for Media, Policy and Civil Society
 - IMPACS housed Canada's first not-for-profit communications training and services centre, dedicated to supporting not-for-profits across Canada, the US and overseas.
- 2007 - Now: Principal: Management Consultant, Leadership Trainer & Coach,
 - Convergence Strategies and Communications, Vancouver, BC,
 - Suzanne is a facilitator, communications and leadership trainer and coach.
 - Suzanne focusses on:
 - social change in the not-for-profit, political and philanthropic sectors, and
 - supporting the voices and strategic impact of progressive social justice and environmental organizations across Canada, the USA and overseas for over 15 years.

Experience

- Principal: Convergence Strategies,
- A Co-designer and Instructor for Simon Fraser University's Certificate Program in Executive Leadership, and, with Indy Batth, Essentials for Leading Teams,
- A longstanding Dialogue Associate with the Morris J. Wosk Centre for Dialogue,
- The sole Canadian trainer with the Rockwood Leadership Institute,
- An associate of InPartnership Consulting, in Oakland, California, with a focus on supporting executive leadership teams in organizational effectiveness, change management and collaboration.

Suzanne is:

- a certified Integral Facilitator,
- certified to lead:
 - the Interpersonal Leadership Styles inventory,
 - the Intercultural Development Inventory, and
 - the Diamond Power Index Leadership Assessment,
 all tools are aimed at helping leaders collaborate effectively across difference.

Clients: Suzanne supports clients from a range of sectors, including academia, health care, government, business, sustainability, social services, and the arts, including the: Banff Centre for Arts and Creativity, BC Financial Services Authority, Canopy, Canadian Climate Institute, David Suzuki Foundation, Government of British Columbia, Government Communications and Public Engagement (BC), Grizzly Bear Foundation, Indigenous Leadership Initiative, W.K. Kellogg Foundation, Nature Conservancy, PuSh International Performing Arts Festival, Rennie Group, Taku River Tlingit Nation, Town of Smithers; City of Surrey, Vancouver Coastal Health, UBC, Wilburforce Foundation, and Yukon Energy Corporation.

IMPACS Communications Centre

Before Convergence, she was a co-founder of IMPACS Communications Centre, the first non-profit communications training and services centre in Canada. There, she trained hundreds of emerging communication leaders across Canada and overseas, and led several re-branding initiatives with national organizations, such as the Boys and Girls Clubs of Canada and EcoJustice.

Memberships and Boards

- sits on the Board of Animals of Distinction, a Montreal-based contemporary dance company,
- is a proud member of Unifor's Freelance Union.

17. James Laurence Hill

Address:

548 Grace Street, Woodstock, ON, N4S 4N8.

Land Line: 1 (519) 539.3182

Cell: 1 (519) 608. 2032

Email: james.laurence.hill@gmail.com

Education:

- Graduated: May 27, 1971: BES: Honours Urban and Planning, University of Waterloo
- Senior Honours Essay: Kitimat: my advisor was Len Gertler

Experience:

Jan 1972 to July 1974, Planner, Area Services Branch, Region of York Planning Dept:

- provided local planning services to the area municipalities in the region;

July 1974 to Oct 1977: Senior Planner with Municipal Planning Consultants in Toronto:

- provided planning services to smaller municipalities in Ontario,
- Jean Monteith worked there at the same time.

Oct 1977 to June 2006 (Until Retired): Manager, Planning Department, County of Oxford, (Woodstock) Ontario.

On May 20, 2026, James adds:

The above is a very brief snapshot of my nearly 35 years in the planning profession.

I dabbled both in policy and development in small municipalities and rural areas throughout Ontario in both the public and private sectors.

I ended up in the County of Oxford, a predominately rural county in southwestern Ontario, eventually ending up as manager of the planning department. Goes to show you that, if you hang around long enough and don't screw up, you too can rise to the top.

Memories

It's been 55 years, since I graduated, so my memories are getting foggier by the day.

Once I got by the first year and learned the ropes, the final 3 years were pretty good on a personal and academic level. The classes were small, the courses challenging and the classmates all pretty decent (*Note: he's obviously talking about me: TC*). I finally felt I was honing in on something that would be a good career.

Getting in to Waterloo

I'm still trying to figure out how I got to Waterloo.

The year 1967 was the last year of provincial Grade 13 departmental exams. The marks weren't available until the latter half of August which meant mad scrambling to choose a university.

Since I was only good in geography, Waterloo appealed and off I went. I can't believe how I got in with the marks I had.

Field Trips

I do remember some of the great field trips we took.

I seems my more distinct memories revolve around non-session events:

- in Ottawa skipping off to Question Period to see Pierre Trudeau in the House of Commons,
- doing some skeet shooting (great fun) at a Conservation Authority north of Toronto (*TC: this may be been the Cold Creek Conservation Area, west of Nobleton, at 14125 11th Concession Road, Nobleton, Ontario: LOG 1T0*), and
- finally in a Baltimore/Washington area (?) going to a strip club with a faculty member.

All now a very distant memory.

Suggestions for The Waterloo Professors

I really can't anything more to add to the great suggestions made by other graduates as to improvements to the planning program.

Probably like most, my real education started the first day of work.

Communication

- I guess I would add the ability to communicate both verbally and in the written word is critical.
- Also, the ability to think on your feet, of utmost importance in an Ontario Municipal Board Hearing (now the Ontario Land Tribunal), Council or public meeting.

Planning Runs in the Family

- On a personal note, my partner and I have 4 children and 9 grandchildren between us, ranging from 10 to 16.
- For some strange reason, my son Graham decided to follow his father in to the planning profession (must be for the money and glory)
- He started work with MMM Group (Marshall, Macklin, Monaghan, remember them); they have since been acquired by WSP Global.

Travelling and Old Boys Hockey

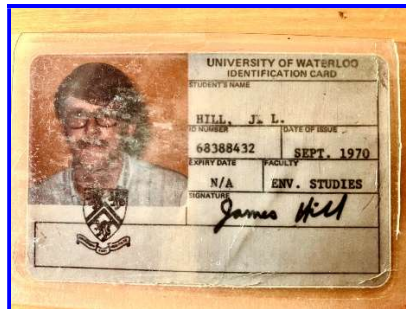
In retirement, we've done a bit of travelling, taking it easy and just enjoying life in general.

I'm still able to play about 80-90 games a year of old boys hockey.

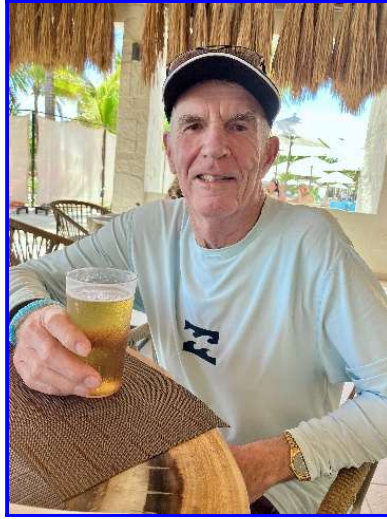
Good to read about all the graduates/classmates - all seemed to have done rather well in life.

Sad to hear about the ones that have passed."

September 1970:



March 2026: Mexico



18. Laverne Kirkness, RPP, MCIP

Hometown: Milton

Education: May 25, 1972: BES: Urban and Regional Planning, University of Waterloo,

Experience: Division Manager and Principal Planner, Strik, Baldinelli, Moniz Ltd. (SBM).

Email: Kirknesslaverne@outlook.com

Phone: 519-471-6667

Memberships:

- Canadian Association of Certified Planning Technicians (CACPT),
- Canadian Institute of Planners (CIP),
- Ontario Provincial Planners Institute (OPPI).

Award: 1999 - OPPI Member Service Award Winner

Since 1983 – 2020 (37 years): Owner: Kirkness Consulting Inc in London, Ontario

- Laverne is a RPP with 40 years of urban and rural planning experience.
- His firm is a small personalized land use planning firm with 3 employees and many associative relationships with engineering, architectural and ecology companies.
- The KCI focus is on client service balanced with adherence to sound land use planning and design principles and hard positive work.

1992 - 2011 Professor, Fanshawe College, London, Ontario,

2006 - Was a consultant present to St Thomas, City Council re a residential rezoning,

2012 - Co-ordinator, Urban and Regional Planning Technology Program, Fanshawe College.



- December 8, 2020 - January 2026t
 - Laverne Kirkness, BES, RPP, MCIP has joined SBM as the Principal Planner and Planning Division Manager with the intent to expand the SBM planning team and its services,
 - With over 35 years of planning project experience and countless planning approvals, Mr. Kirkness provides exceptional service and essential planning advice for our clients.
- January 27, 2026 at 3:13 pm Laverne writes to Terry:
 - This is Laverne. Still kickin'. Glad you are too.
 - Good work you are doing. Keep it going.
 - I recall you offered a lot of personality and friendliness to the 71 class.
 - I see your experience is across the Nation.
 - Perhaps you are eligible for an ambassadorship: somewhere.
 - Experience:
 - Most of my experience has been in London Ontario,
 - With the City for a bit,
 - Then, Kirkness Consulting Inc (KCI) for 38 years,
 - Overlapping 29 years of teaching Planning Technology at Fanshawe College,
 - Last 2 yrs, as was with SBM planning and engineering who bought KCI to build a Planning Division,
 - I retired in May 2022, 50 years to the month of graduating from Waterloo,
 - Great run. Great times. I feel so fortunate and thankful. Loved working,
 - Love retirement more,
 - 53 years married, 3 kids, 8 grandchildren; all within 3 hours drive is nice,
 - Traveled a bit,
 - Need to do more, once we complete the new cottage we are building on Georgian Bay, Replacing a 100 year old one,
 - I recall you (Terry) are from Alliston... a farm ... dairy. ???
 - I just came back from there visiting Bros in Briarhill.
 - Robbie Burns celebration at Gibson Centre.
 - Lots of pipers. Good times.
 - Great to hear back some time when convenient.
 - Laverne

19. Doug Koch

Education: Graduated: May 25, 1972: BES: Urban and Regional Planning, University of Waterloo
 In the Fall 1970, Doug took a gap year and lived and worked in Montreal & Moncton.
 After he graduated, he began a long West Coast career in Victoria - with detours to Montreal & Toronto.

In 1975, his partner, Maureen decided to get a Master's in Library Science at McGill University, so they both quit their BC jobs and drove off *"into the sunrise"* to Montreal.

Doug worked for a nonprofit on a heritage conservation strategy for an industrial harbour-front neighbourhood. Very interesting work but mid-70s Montreal was a tough job market for western Canadian anglophones.

In 1976, wife Maureen transferred from McGill to U of T.

In Toronto, Doug worked for the Heritage Branch of Ontario's Culture Ministry and the Ontario Heritage Foundation. Lots of travel, interesting people and places.

The Stratford Incident

"In the 1970's, I had a brief career as a heritage planner. My job was to promote heritage planning to the small towns of the province. One evening my standard pitch to Stratford's Council seemed to have ignited a long-smouldering disagreement about saving a downtown landmark from demolition...a very "spirited" Council debate followed. As I made my exit, the Mayor - who by that point in the meeting was wielding her gavel as a weapon to restore order - said: "Thank you for your

presentation, I'm sorry you had to witness this... the topic has touched a nerve but rest assured it is not our typical behavior".

BTW: In my 3 decades of west coast council meetings, few could match the Stratford spirit!

From 1978-2007 (29 Years) Doug resumed his city planning work for City of Victoria.

In 2007: Doug retired, Manager of Planning for Victoria, BC.

Hobbies: golfing, kayaking, hiking, swimming, gardening, music and biking.

Volunteering: He has volunteered with a variety of community groups.

Doug & Maureen have sons on each coast and a daughter in Vancouver.

My lasting impressions of 1968-70 & 1971-72 (*took a gap year in 70-71)*

An initial impression, from my first week of lectures, was the terminology of academia... lots of "new" words like "empirical" ... a bit like code language.

In Sept '68, I was still a year away from legal drinking age so one of my lasting impressions is overindulging in illicit substances (e.g., beer notably at the Blue Moon Hotel pub) and pot.

June 25, 2023: Doug and Maureen: Steamship Grill, Victoria, BC



Photo by Terry Crowe

Where'd you grow up?

Born and raised in Waterloo near the U of W campus.

We neighbourhood kids were keen witnesses to U of W's construction.

The campus more or less replaced our informal adventure playground: aka the Schweitzer farm.

The farm house and Laurel Creek were its only survivors.

Why Planning?

The only high school subject I excelled in was geography... and as they say, "a city planner is a geographer – with a job".

Why Waterloo?

- The U of W campus was close to home.
- I couldn't afford residence fees at an out-of-town university.
- Thankfully, U of W had an excellent city planning program and my parents did not evict me.

What bands / musicians:

Gordon Lightfoot performed an awesome concert for the freshmen in first week of term.

Memorable Profs / classes

My 4 years (67-70 & 71-72) at U of W have merged in my memory.

The most memorable professors over 4 years were: Professors Able, Dorney, Epstein, Herzog, Kitchen, Rich, and last but not least, Abdul Kamel Sahig (I really struggled to understand his lectures so worked extra hard).

I think planning law was my favorite course.

My worst course was computers 101 in the math building.

(Anyone remember decks of programming cards?)

Most memorable field trips 67-72 were: Maryland and New York.

Most memorable jobs were:

- Galt City Planning Department
- In 1970-1971, in my gap year when I worked in Moncton for a Montreal planning consultant.

My Senior Honours Essay & Graduation

My essay was about the future for residential recycling and its impact on the environment.

I completed it in my graduation year 1972.

Best Accomplishment

To help keep Downtown Victoria, BC alive and well despite the usual threats of changing office, transportation and retail patterns; crime and social disorder.

PS

When I finally graduated from U of W, a year after the class of '71, I set out to explore Western Canada, before settling into a full-time planning job.

A planner / alumnae from '71 hosted me in Alberta and advised me not to waste my time looking for work in BC because he thought it was a "closed shop" for UBC planning grads.

I found BC to be so appealing that I disregarded the advice and paid a visit to UBC's School of Planning in Vancouver and asked the Director, if he could help a U of W trained planner find a job.

To my surprise and delight his only question was: "what were your graduating marks at U of W?"

And once he was satisfied that my marks were good enough, he gave me lots of good advice and contacts. BC has been good to me.

20. David (Dave) Krajaefski

On March 30, 2026, David wrote:

David William Krajaefski, MCIP, RPP

Born: December 30, 1948, Kitchener, ON

Address: 12 Inuvik Crescent, Kanata, ON K2L 1A2

Phone : 613-592-4852

E-mail: dkrajaefski48@gmail.com



Education

Graduated in the 4th Planning Class 1967-1971 on May 27, 1971

Bachelor of Environmental Studies, Majoring in Urban and Regional Planning

Thesis: A Proposed District Plan for the Eastview Planning District, Guelph, Ontario

Retired: In December 2018, I retired as a Registered Professional Planner.

Hobbies

I have taken up reading. I am particularly interested in the earliest exploration and settlement of Ontario and Western Canada, as well as the Klondike Gold Rush.

I have served as a trustee at my local church and support their annual book sale.

I also enjoy travel. Over the years, my wife and I have been to Mexico, Cuba, England, Germany, the Netherlands, Austria, Hungary, Florida and Hawaii.

We have taken several European river tours and Caribbean cruises.

Family

On a personal level, I have been happily married for 51 years to my wife, Heather.

We have two children and two grandchildren.

We have lived in our home in Kanata (now Ottawa) since March 1980 (46 years).

Definition of Community Planning

Community planning is a collaborative, public process that involves citizens, stakeholders and decision makers to plan for the future of a geographic area. It includes goal setting, designing and arranging land uses, infrastructure and services to achieve a sustainable community that is an attractive place in which to live, work and play

Experience

My career path, which spans 47 years in planning, has been varied, as I have had the good fortune to work both in the public and private sector as a registered professional planner.

1971 - 1979 (8 years) City of Oshawa, Department of Planning and Development

1971 - 1976, I was a Planner in the Development Planning Branch

In 1976, I was promoted to Development Planning Director.

John Gartner was Policy Planning Director toward the end of my time in Oshawa.

Also in 1976, I became a full Member of the Canadian Institute of Planners (MCIP), the Ontario Professional Planning Institute (OPPI) and a Registered Professional Planner in Ontario (RPP).

1980 - 2001 (21 years) City of Kanata Planning and Development Department

From 1980 to 1983, I was Chief Planner and reported to Lorne McCool, a U of W grad. (TC: Lorne McCool graduated on Friday, May 24, 1974: in the same Convocation that Linda Allen graduated).

When Lorne left, I was promoted to Director of Planning and Development.

At the end of 2000, the City of Kanata was amalgamated into the City of Ottawa.

At that time, the Department had 19 staff and I was responsible for policy and development planning, economic development and park planning.

In my time with Kanata, the community grew from 14,000 to 60,000 in population with a highly successful high technology economy.

An NHL arena, home of the Ottawa Senators, was built in the community during my time there.

2001 - 2006 (5 years) Trow Associates Inc., (now "exp Global Inc.") Ottawa

I was Manager of Planning for this multidisciplinary engineering firm in Ottawa.

I provided planning services to several counties in Eastern Ontario by carrying out peer review of subdivision applications, as well as acting as an agent for developers in filing planning applications with municipalities across Eastern Ontario.

I was part of a team that wrote environmental assessment reports for all Canadian Border Services' sites.

I also wrote three Parks and Recreation Master Plans for municipalities while at Trow.

2007 - 2018 (11 year) Stantec Consulting Ltd., Ottawa

I was a Senior Project Manager working in a group of engineers, landscape architects and planners.

I continued my work acting as agent for developers in filing planning applications in Ottawa and across Eastern Ontario.

I wrote three additional Parks and Recreation Master Plans.

I retired in December 2018.

A 2019 Award: Urban Design Award, Award of Merit, Visions and Master Plans, City of Ottawa

In October, 2019, I received a City of Ottawa, Urban Design Award for Canada Lands Company's: Booth Street Redevelopment Project (The Booth Street Complex). It is the largest heritage designation project in Canada Lands' history. I was Stantec's Project Manager and Stantec was the lead consultant that partnered with ERA Architects in preparing a Concept Plan for redevelopment of a former Energy, Mines and Resources' 2.5-hectare site located in the City of Ottawa. The Canada Lands Company was our client. The Master Plan for redevelopment of the site incorporated five heritage buildings into the design.

Top Successes

In terms of top successes to improve the human condition or planet, I can think of three examples from my career – two from the public sector and one from the private sector.

1. Hired An Architect, Not A Planner to Review Condominium Townhouse and Apartment Site Plans

First, when I became Development Planning Director in Oshawa, I filled my vacated Planner position with an architect. The reason for doing so was that up to that point in the City, there were lots of site plan applications for condominium townhouses and apartments.

However, the site design received only critical scrutiny from an engineering point of view. I felt there was a void as the site design itself – location of buildings, building height and massing, relationship to adjacent properties – was not being given adequate attention and I did not feel competent to address these matters myself. With an architect on board, we began to make constructive comments to developers and architects, as to how the site design could potentially be improved.

Initially, applicants reacted with surprise and shock. Their expectation was that the first submission of a site plan would be the final plan to be approved. We changed that expectation and developers began requesting meetings with our Department to review their preliminary designs before making a formal application. I believe that the quality of design of new development was improved in the City as a result of this change.

2. Added An Engineer, Engineering Technicians and Landscape Architects to the Planning Depart

In a similar vein, when I was Director of Planning and Development in Kanata, with the support of the CAO, we moved an engineer and three engineering technicians from Public Works and two landscape architects from Parks and Recreation into Planning.

The purpose of this change was to make the Planning Department a "one-stop shop" for the development industry to obtain site plan and subdivision plan application review and approvals.

When an initial meeting was held with a developer and his project team, I assigned a planner, and engineering technician and a landscape architect. Those three staff stayed with the application and worked together as a team in reviewing the various plans – site plan, servicing, grading and drainage and landscape plan through the approval process and finally to the release of securities after the project was built. I believe that this resulted in staff becoming more knowledgeable about the other professions on their team which augmented their competence. For the community, I believe that it resulted in improvement to the quality of design and development.

3. Prepared Six Parks and Recreation Master Plans

Thirdly, when I was with Trow and Stantec, I wrote a total of six parks and recreation master plans – five for rural municipalities in Eastern Ontario and one for the City of Cornwall.

Broadly speaking, the purpose of these plans was to inventory and evaluate existing parks, recreation facilities and recreation programs and using growth projections, determine the needs for parkland, recreation facilities and programs looking ten years into the future.

Consultation with the community was extensive and formed the basis for many of the recommendations in the final report.

In particular, the five rural municipalities had limited full time staff resources and were largely dependent upon the work of volunteers to deliver recreation programs.

None of the municipalities were capable of completing such a study using in-house staff within the one-year time frame typically allocation for study completion.

So, I feel that by engaging the community and completing the studies, I laid the basis for each community to make improvements to the quantity and quality of parks, recreation facilities and recreation programs.

What I'd Do Differently

If there was one thing that I would have done differently in my career, *it would have been to go to the private sector earlier.*

- I spent almost 30 years working for two municipalities - Oshawa and Kanata.
- The definition of an expert is one that knows a great deal about very little.
- I knew a lot about those two municipalities but in retrospect, that was limiting to my career.
- Once I went to the private sector, my horizon instantly widened and I found it educational and gratifying to have private sector clients and deal with staff and Council in many municipalities.
- I gained knowledge about many communities – the people, places, planning policies and procedures. I believe that going to the private sector was a good professional development move.

How Waterloo Can Improve Its Planning Education

Early in my career, I found that there were a several voids in my planning education at Waterloo that I had to fill while working in order to be a more effective planner.

1. How To Be An Expert OMB Witness

As a municipal planner that dealt with planning applications, I found myself unprepared for dealing with appeals of planning decisions to the Ontario Municipal Board (OMB).

I attended 18 OMB Hearings to give expert planning evidence in the first 9 years of my career at Oshawa. My courses at Waterloo did not train me how to be an expert planning witness at a Hearing. However, the City's solicitor provided me with the mentoring that I required and I became proficient over time.

2. How To Evaluate Site Plans

Secondly, I found it difficult to critically evaluate site plans. This is not something that I had studied at Waterloo. I remember Dr. Michael Hugo Brunt visited us from Harvard to present slides on the history of architecture. However, what I needed was a course that taught the basics of architectural design.

The School of Architecture didn't exist while I was at Waterloo, so that possibility was not available to me.

3. Presentation Skills

Lastly, I found that I needed to improve my presentation skills once I was working in a municipal government environment where public presentations were a weekly job requirement at Council or Committee meetings or in the community.

I took a Dale Carnegie presentation skills course that gave me discipline and experience in organizing a presentation and delivering it.

Advice To Someone Considering Becoming A Planner

If I were talking with a planning student or someone considering becoming a planner, I would encourage them to be a good listener and to keep an open mind.

In my experience, every community is different.

It's residents, businesses and community leaders may have different aspirations and goals from those communities that you have been dealing with previously.

Your success as a planner, particularly in the public sector, may be measured by how well you respond to community needs.

Terry Crowe added the following re Kanata, Ontario:

November 26, 2025: History: Kanata, Ontario, The Historical Society of Ottawa

61 years ago today - on November 26, 1964 - ground was broken in a March Township farmer's field to begin construction of a revolutionary new planned community — "Kanata".

Single family homes built on over-sized lots would sell for as little as \$21,500-30,000.

Rents for 3-bedroom garden homes would start at \$140 per month.

This would also be a very different sort of community.

The story of Kanata's beginnings is inseparable from that of visionary developer Bill Teron.

Teron was dissatisfied with urban sprawl. Teron hated cookie-cutter homes built in cookie-cutter neighbourhoods, out of tune with nature and distant from work and amenities.

Teron envisioned neighbourhoods providing easy access to all the pleasures of country living, such as woodlands, golf and skiing – but also close to work, shopping centres and theatres.

Neighbourhoods would remain visually appealing as well, with homeowners encouraged to make sure their homes blended in by restricting their decorating zeal to a colour palette of "earth tones".

To ensure his forward-visioned new model community had a vibrant commercial base, Teron offered a cut-rate deal to high tech companies looking for a new home for their facilities.

The Atomic Energy of Canada was the first to take Teron up on his offer. Northern Electric (Nortel) and Mitel soon moved in as well.

1965: In September 1965, Kanata's first school opened.

With no shopping facilities yet built, Teron provided early residents with a free shuttle bus service to Carlingwood Shopping Centre in the meantime.

The promised Queensway (417) extension, when complete, would eventually shorten travelling time to downtown Ottawa to less than 20 minutes.

1987: Within 14 years of that first shovel in the ground, Kanata would attain city status in 1978 - the same honour that it had taken neighbouring Nepean almost two centuries to earn.

The new city was created by combining March Township with sections of adjacent jurisdictions. Following a referendum, "Kanata" was chosen as new city's name, narrowly beating out "Hazeldean" by 3,094 votes to 2,964.

2001: Kanata's city status was, of course, short-lived, amalgamated into the new, expanded City of Ottawa in 2001, barely two decades later.

James Powell share more about William Teron's extraordinary vision for Kanata:

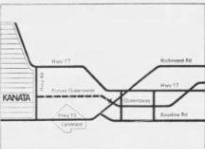
<https://todayinottawashistory.wordpress.com/.../kanata...>

Images: Teron Advertisement for homes in Kanata, Ottawa Citizen, 24 April 1965; William Teron

2 Storey Homes
2230 Square feet
4 Bedrooms
Study
Family Room
2½ Bathrooms
2 Car Garages
Mud Room
Lot fully sodded
Paved Driveway
Driveway Light

KANATA
The Greenbelt Town by Teron

\$5600 down payment
75% Mortgage or
\$2100 down payment
87.5% Mortgage

May 1st A free hourly shopping bus service begins for Kanata residents

June 1st Kanata provides an Olympic size swimming pool

Sept 1st A public school opens in Kanata

Drive out to Kanata and experience a new environment, expressed by the homes, abundant in the landscape. Your choice of 42 New Town Designs from \$21,000 to \$31,000. 8500 Winter Woods Bonair

Drive out to Kanata by the Western Quarterway to Highway 15. Follow Highway 15 to Kanata. Telephone 825-9175

TERON

21. Brian Kropf

Fall 2010

Brian Kropf, MCIP, RPP, Alberta Professional Planners Institute

E-mail: briankropf@hotmail.com?

On the left: Brian Knopf



Board of Directors of the Professional Standards Board (left to right):
Brian Kropf, Finlay Sinclair, John Jarvis, Hazel Christy, Christopher Leach, Diana Hawrylschuk, Bruce Curtis

John Jarvis, MCIP, RPP	Rothsday, NB	APMUA	Chair
Hazel Christy, MCIP	Keeweenaw, BC	CIP/CO	Vice Chair
Bruce Curtis, MCIP, RPP	London, ON	ORPVI/PRO	Secretary-Treasurer
Diana Hawrylschuk, MCIP, PFS	Regina, SK	APGPS	Director
Brian Kropf, RPP, MCIP	Edmonton, AB	APPI	Director
Christopher Leach, MCIP	Morden, MB	MPP	Director
Finlay Sinclair, MCIP	Prince George, BC	RBC	Director

5 | ONTARIO PLANNING JOURNAL

1995-6: President, Alberta Association Canadian Institute of Planners

November 26, 2002: Brian Kropf, Director, Planning Services North

2009: Alberta Association Canadian Institute of Planners

August 2012: Ontario Professional Planners Institute

A Director of the Professional standards Board (

2014: Alberta Professional Planners Institute

Chair: Professional Standards Board Brian Kropf

Co-chair, Legislative Review

April 22, 2016: Brian Kropf, a former City of Edmonton Planner writes in the Edmonton Journal Re. "Councillor hopes community's support for row houses mean new era for infill"

April 19, 2016

Coun. Andrew Knack hopes Edmonton has turned a corner on the infill debate.

If a corner has been turned, it is because city hall has changed, not because community perspective has changed.

As a former Edmonton city planner for 26 years, I have long known that people are not opposed to infill redevelopment. People are opposed to bad infill redevelopment. Caliber Master Builder's redevelopment exhibits classically sound infill planning principles – a scale directly compatible with that of its surroundings, conformity with an area plan, land uses that complement neighbouring uses, detailed controls over the types and operation of businesses, a location that contributes to a definable community node, and a consultation process that welcomes and genuinely reflects the interests of all stakeholders.

If the councillor wishes to see communities embrace redevelopment, he must do more than just vote for good proposals. He must also vote against proposals for excessive height, massing, density and uses at random locations that alter the neighbourhood character and that require substantive changes to area plans. Brian Kropf, Edmonton

22. Douglas A. Lychak

Address: Okanagan Falls, BC

Phone: (778) 515.2247

Email: sanddlychak@shaw.ca

Education:

- Graduated: May 25, 1972: Honours Urban and Regional Planning BES: University of Waterloo:
- First year the BES Designation was awarded to Planning graduates.

Thesis Topic: Urban Parks and Open Space.

My work and research on this topic led me to believe that my future career would be in Municipal Planning and Administration because of the many issues and opportunities that needed to be dealt with and solved practically and pragmatically.



Employment History:

- April 1972, City of Hamilton ON, Junior Planner (Neighbourhood Planning),
- June 1973, City of Hamilton, Senior Planner,
- July 1974, City of Hamilton, Director of Planning (long range and current planning approvals),

- August 1976, Hamilton-Wentworth Region, Commissioner, Planning and Development:
 - Regional Plan, Development Control, Economic Development and Planning Approval,
- August 1981, City of Edmonton, Alberta, General Manager, Planning (Chief Planner):
 - Long-range Planning, Community Planning and Development Approval,
- June 1983, City of Edmonton, Commissioner, Public Affairs:
 - Planning, Parks & Recreation, Social Services, Fire Department, and
 - Roads, Transit, and Library Board, Health Board,
- February 1984, City of Edmonton, Deputy City Manager,
- August 1984, Acting City Manager, City of Edmonton,
- May 1985, City Manager, City of Mississauga, ON,
- May 1992, City Manager, City of Surrey, BC,
- August 1998:
 - City Manager, City of Hamilton, and
 - CAO, Region of Hamilton-Wentworth,
- January 2001, City Manager, "The New City of Hamilton":
 - (the amalgamation of 7 municipalities into one City).

Invitations To Join Study Tours:

- 1987, Governor General's Canadian Study Tour,
- 1994, Canadian Government Study Tour of Innovation in Government in United States,
- 1995, International Symposium on Innovation in Government in London, England,
- Sept. 1995, Canadian Int'l Dev. Agency (CIDA), Eastern European Government Review,
- 2000, CIDA, Emergency Management Response Review in Czech Republic,
- 2001 CIDA Economic Development Review, Czech Republic.

Committees and Associations:

- 1979-80, Advisory Committee to the Province of Ontario on the Niagara Escarpment Commission, boundaries and policies,
- 1980-81, Director, Ontario Institute of Planners (OIP),
- 1982, Alberta Institute of Planners, (AIP) Awards Committee Member,
- 1982, University Accreditation, Alberta Institute of Planners, Committee Member,
- 1988-92, University of Waterloo, PRAGMA COUNCIL, member,
- 1989, Authored report on governance structure for Pearson Airport, as part of GTA Committee membership,
- 1995-6, Canadian Association of Municipal Administrators, (CAMA), Board Member 1994-96,
- 1996-7, CAMA President,
- 1997, Member of Committee recommending policies to Federal Government on future attraction and retention of senior civil servants,
- 2001-2004, International City Managers Association (ICMA), Executive Board Member, Vice President International for Canada and Great Britain.

Awards:

- 1995 – ICMA Award for Innovation in Local Government,
- 1996 – ICMA Award for Citizen involvement in Local Government,
- 1997 – Government Officers Finance Association, Award for Budget Prep'n & Presentation,
- 2012 – Queen's Diamond Jubilee Medal awarded for Service to peers, community and country,
- 2015 – CAMA Awarded Honourary Life Membership (Fellow of the Association).

What's a 'Big Difference That You Made?

1981: Edmonton Planning Department:

- Upon arriving in Edmonton, as the GM of Planning, I found that the Department:
 - was disorganized, without focus and staff demoralized, and
 - lacked the confidence of Council, development industry and the public.
- Over an 18 month period, I:
 - restructured department,
 - created a positive culture, and
 - refocused the energies of staff on the clients.

- Success:
 - The Department regained the confidence of Council, development industry and public, and
 - We received praise in the media for the Department's accomplishments.

What Are Some Big Wins and Why:

1999-2000, City of Hamilton, Ontario, as City Manager and CAO:

- merged the staff of the two administrations,
- in 2000, amalgamated the staff of all 7 municipalities into one administration.
- delivered \$25 Million in savings to the overall budget,
- created a Strategic Plan and a New Management Philosophy, and
- introduced a new culture over time, through a Management Educational Awareness Program with a City Manager's Round Table sessions held for those who applied and met the criteria to attend.

Post Retirement In 2002:

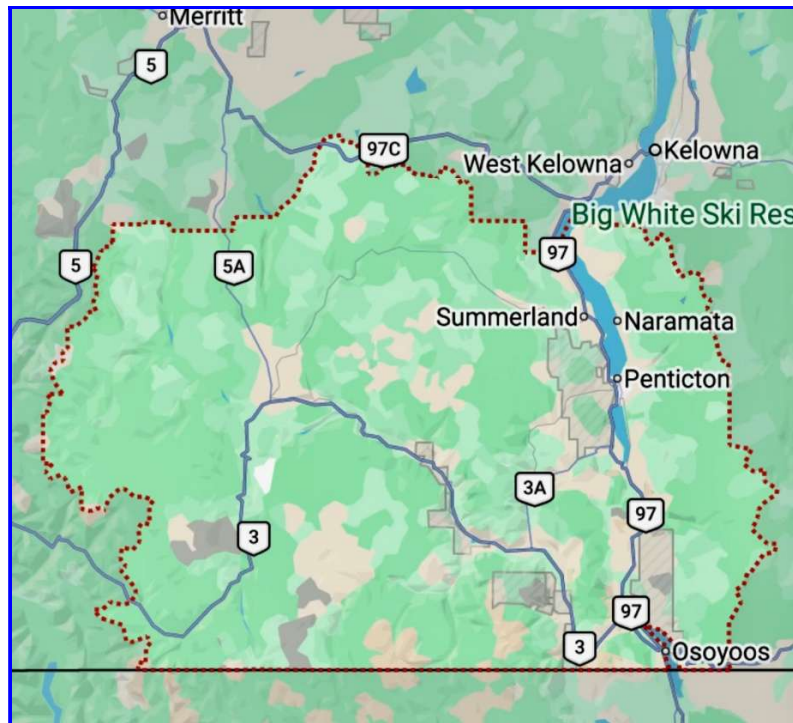
- 2002-2007, Consulted on Local Government issues predominantly organizational assessment and realignment to achieve corporate goals and objectives, and strategic planning.
- 2009, Moved to Penticton, BC (Heritage Hills Community) with my wife, Susan.
 - We felt there was a need for the homeowners (approximately 300) to be heard with one voice by the Regional District on a variety of pressing issues in the community.
 - In 2010, we established a Homeowner's Association under the BC Societies Act, established an Executive Board and I was elected President and Susan as Secretary.
 - Until 2024, we served in those positions, when we retired from them.
 - During those years, the Association accomplished:
 - the acquisition and development of a Community Park,
 - the assumption by the Regional District of the privately held sewer and water systems,
 - a strong community spirit which includes community beautification and community events for Association members and families.
 - During those years, I served on a number of Regional District of Okanagan-Similkameen Committees / Commissions:
 - Member, Economic Development Committee,
 - member Parks & Recreation Commission,
 - Chair of Planning Commission.
- I have often been invited to speak at colleges, universities and conferences regarding planning , but more often innovation and creativity in Local Government.

Regional District of Okanagan-Similkameen (RDOS):



The RDOS municipalities are:

Municipality	Type	Population ^[5]	Growth 2016-2021
Penticton	City	36,885	9.3%
Summerland	District municipality	12,042	3.7%
Osoyoos	Town	5,556	10.0%
Oliver	Town	5,094	3.4%
Princeton	Town	2,826	3.0%
Keremeos	Village	1,608	7.1%



Response To Your Questions 9,10,11 And 12:

Q 9: What would you differently?

- I wish I had spent more of my time working with communities and helping them identify local problems and issues and subsequently working with the municipal administration to find solutions.
- However, sometimes you feel that you can accomplish more at a higher level for the communities.

Q 10: What should the Waterloo planning professors teach / do better?

- I think that a more practical experience would help students, and
- I am a strong believer and proponent of the Co-op Program.

Q 11: What advice would you give planning students and those who want to be planners?

- Planning students should focus themselves on the area of planning that they want to pursue, and
- Find practical experiences in those areas.

12. How can the community planning profession be improved?

- The profession can be improved with greater focus on land use planning.
- Virtually all planning comes down to the impact and implications on "the land".

June 25, 1985: A June 25th, 1985 Interview with Doug Lychak:

From the City of Edmonton Vaults: Audio from Edmonton's Past
 Bruce Ibsen interviews Doug Lychak, City Manager, City of Edmonton,
 Doug Lychak describes:

- his time before being hired as the City of Edmonton's City Manager,
- as well as crucial points in his carrier during that time.

On March 25, 2021, an archivist digitized it from a recording on a 5" open reel tape.

<https://fromthevaults.buzzsprout.com/1209881/episodes/10653877-an-interview-with-doug-lychak>

23. Jan Lucinda MacInnes

October 11, 2024 - ChatGPT says:

Jan McInnis is a community planner who has been active in the field of urban and regional planning. She is known for her work in community development, participatory planning, and public engagement.

McInnis' approach to planning is characterized by a commitment to fostering inclusive, sustainable, and equitable communities.

Her work emphasizes collaboration among various stakeholders, including local residents, governmental bodies, non-profits, and businesses, to create plans that reflect the collective needs and desires of the community.

Key Areas of Focus in Jan McInnis' Work:

- Participatory Planning: She has been involved in processes that prioritize community input, ensuring that local voices and concerns are central to planning decisions.
- Sustainable Development: McInnis advocates for planning that balances environmental sustainability with social and economic needs, addressing challenges like climate change, resource management, and equitable growth.
- Community Engagement: She places a strong emphasis on creating opportunities for residents to actively engage in shaping their own neighborhoods, cities, and regions. This includes methods like public meetings, workshops, charrettes, and other participatory techniques.
- Social Equity: McInnis has worked on projects aimed at fostering inclusive development, where vulnerable and marginalized groups are considered in planning processes, ensuring equitable access to resources and opportunities.

January 7, 2026 Update

In her career, it seems that she served as a Business Planner, for Student Transportation Services of Waterloo Region (STSWR). In this role, McInnis is part of a team responsible for managing transportation logistics for the Waterloo Catholic District School Board and the Waterloo Region District School Board.

Key Responsibilities and Context

- Agency Relationship: Jan McInnis works directly for STSWR, a transportation consortium created to streamline student travel across the Waterloo Region.
- Operational Scope: The planning team at STSWR manages daily transportation for approximately 34,000 students using a network that includes bus operators, taxi firms, and Grand River Transit.
- Planning Tools: Business and transportation planners at the agency utilize Bus Planner Software, to design safe routes, track student eligibility and optimize vehicle loading.
- Strategic Goals: The role involves balancing safety, travel time, and cost-efficiency while coordinating with school administrators and parents.

For direct inquiries or to contact a specific planner at the agency, you can use the [STSWR Staff Directory](#) or the [STSWR Contact Page](#)

24. Hans Madan

Education

1969 to 1972: University of Waterloo:

- BES: City/Urban, Community and Regional Planning,
- Graduated: October 20, 1972:

1990 to 1992: MA Public Administration, Western University

Cell: 519-577-1771.

Education

1972: Thesis: The use of secondary plans for guiding development.

Definition of Community Planning:

Community Planning is the process to guide development that is sustainable, addresses needs of all segments of society; reduces conflicts between various types of land uses to help improve quality of life for all.

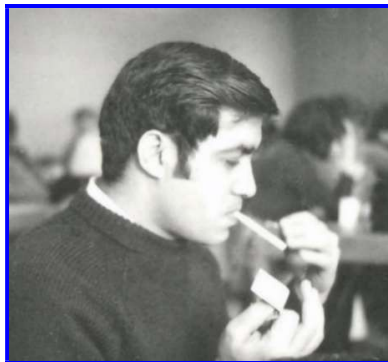
Hobbies:

- Reading, hanging out with friends, going out for dinner or coffee with friends
- I volunteer at a couple of our local community groups.

Family:

Married to Kiran Madan since 1972; two grown children and grandfather three granddaughters.

Then - 1970



Experience

1. 1971 - 2006 (35 years) Director of Planning Operations & others posts, City of Cambridge:
Municipal planning/development and policy work:
 - Prepared numerous research and technical reports, assisted or prepared Official Plans and Zoning By-law amendments,
 - Prepared or managed the preparation of development reports and recommendations,
 - Coordinated development charges studies and managed their implementation,
 - 20 Times an Expert Witness: Appeared before Ontario Municipal Board and other tribunals more than 20 times as an expert witness,
2. 2008 - 2020 (12 years) Associate, Senior Planner at Labreche Patterson and Associates Inc. Kitchener
 - Prepared and managed various types of development related applications (e.g., subdivisions, official plan and zoning by-law amendments, site plans,
 - Managed projects completion,
 - September 22, 2011: managed development applications for a number of Shoppers Drug Mart stores in Cambridge on behalf of developers,
 - In 2017, prepared a planning report, managed processing of zone change, site plan and other applications for a proposed place of worship for the Cambridge Hindu Society (Radha Krishna Mandir and Community Centre) that opened in 2026.

Volunteering:

Founding member and served as Vice-President and President of Cambridge Multicultural Centre in order to promote understanding and integration among various cultures.

2023

**25. Don Manahan**

Born: June 22, 1947:

1967 / 68: University of Waterloo's Rookie of The Year

1971: Outstanding Athletic Career Award

Worked for Thunder Bay, then his own Manahan Planning and Consulting and Thunder Bay Ventures, a Community Futures Corporation; a wife and family; rescued dogs.

Passed: July 17, 2017 (70)

Monday July 17, 2017 Obituary

It is with heavy hearts that we regret to announce the sudden passing of our father, grandfather and husband Don Manahan on Monday July 17, 2017.

Don was born June 22, 1947 to Irene and Robert Manahan in Fort William ON.

From a very early age sports played a major role in his life starting with hockey, as his Dad did previously. During his High School years, he became involved in basketball, track and field and football, which became his passion.

Upon graduation from Selkirk HS, he was fortunate to play football at the University of Waterloo where he was Rookie of The Year in 1967/68 and presented with the Outstanding Athletic Career Award in 1971.

His sporting passion continued to this day with rowing, curling as well as officiating and volunteering at many sporting events.

He passed on his love of sport to both of his children and his grandchildren.

Don also loved the outdoors, especially fishing and hunting.

Don began his career with the Ontario Government and then moved to the City of Thunder Bay as City Planner.

After 10 years in that position, he ventured out on his own as a planning consultant with Manahan Planning and Consulting. This also led to his involvement with Thunder Bay Ventures.

Don also had a great love of his dogs and most recently volunteered countless hours to the Northern Reach Dog Rescue.

But above all Don's passion was his family.

He was the most dedicated, loving and dependable Husband, Father and Grandfather.

Don is survived by his:

- loving wife of 46 years Elizabeth Manahan (nee Lang);
- daughter Corie Adamson (Brent) and their children Zachary and Emma;
- daughter Erin Manahan;
- brother Robert Dale Manahan (Brenda),
- niece Kerriann McCullough-Miller (husband Michael and daughter Ryalie),
- nephews Robert Manahan and Sean Manahan (Michelle Hostikka),
- as well as his aunt Marj Victor and a large extended family.

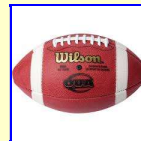
The family would like to thank all of the first responders and the ER department at TBRHSC.

A Celebration of Don's Life will take place at the Fort William Curling Club, Saturday July 22 2017 from 1-3 pm with words of remembrance at 2 pm.

If friends desire, memorials to the Ontario Heart and Stroke Foundation would be appreciated.



University Waterloo Warrior:
1967/68: Named the Team's Rookie



26. Katherine E. McGuire

Location: Toronto

Email: kemcguire@rogers.com

Education:

- 1967 - 1971 BES Waterloo:
 - October 22, 1971: School of Urban and Regional Planning, Faculty of Environmental Studies,
 - Seniors Honours Essay: "Community Development - a Canadian Dimension" 109 pages
 - Best teacher I ever had was Sen. Eugene Forsey who taught an Arts elective in my 4th year.
- MA: University of Carleton: Canadian Studies
 - It meant learning other program's jargon (what is the OED they keep going on about?).
- 1969 Waterloo Photo Below:
 - Ken Shelton took this picture of Joan Parker, Don De Grandis and me.
 - Joan Parker was in general arts and lived on my floor in residence.
 - She graduated after 3 years and I lost track of her after a year.
 - She had made friends with at least one non-university student woman and introduced her / them to Don, Doug and perhaps others, a nice change from all planners.



- 1971 Waterloo Grad Photo:



Experience: December 16, 2025, Katherine says:

- Other than every summer during our 4 years at Waterloo, I never worked in planning.
- For my first 19 years of employment, I did the following:
 - The NDP's Parliamentary Research Office, mostly on fiscal policy.
 - Canadian Labour Congress: a legislative lobbyist and adult educator.
 - The Communications and Electrical Workers implementing a complex accounting and membership computer system on a shoe string budget.
 - Federal Finance Department in what was called "consultations".
- For my last 20 years: the Ontario Government:
 - Director of Trade Policy: this meant 20 years fighting Americans over softwood lumber trade, along with Canadians pretending to be Americans and suing the Province for millions over alleged "discrimination".
 - Turned out that I loved litigation.
 - One of my final trade law projects involved Professor Gertler, who had chaired an environmental review board that had given conditional approval to a project to develop a water filled former open pit mine into a garbage dump.
 - The project turned out not to be commercially viable - a crucial fact the government was unaware of when it passed an act to stop the project and to pay compensation.
 - Nor did officials even know who the owners were - which made it interesting when they falsely claimed them to be American and demanded much larger damages, on the grounds of having been discriminated against.

Learnings

- For more practical work, I went on to grad school because I didn't think I knew enough about planning to do the job.
- So, on the one hand, more practical course work is positive.
- Learning how to do research is I suppose best learned on the job. It is a common failing in young (and even not so young) public servants - who also may ignore commercial aspects of initiatives.

Retirement

- After I retired, I spent the first 6 years looking after an elderly neighbour but have spent the last 7 gardening, going to Blue Jay games and reading.
- Don DeGrandis lived with us for a short time in the 70s when he moved to Ottawa for law school. We saw him a few more times in Toronto and Oakville when he lived there in the early 90s. Spoke with him as he was nearing retirement and moving back from Alberta to Ontario but haven't had any contact since.

27. Jean (Swain) Monteith (nee Wells)

Address:

30 Margaret Street,
St. Thomas, Ontario N5R 3H7
Cell: 1 (519) 476.4418

Email: jeanswain@rogers.com

Education

1967 - 1972:

- Graduated: October 20, 1972, Honours Urban and Regional Planning,
- Bachelor of Environmental Studies (B.E.S.), University of Waterloo

Senior Honours Essay: "Livability of the Urban Neighbourhood: BES, University of Waterloo

I studied five neighbourhoods in Kitchener and one of the first tasks was determining how they saw their neighbourhood (i.e., their community). How far did it stretch?

- To understand what is a community or neighbourhood, one must understand how it operates, why they operate as they do and then, as planners determine, if there is anything that can improve how it operates.
- I was really trying to figure out how important walkable aspects and physical barriers are.

- My preconceived idea of their neighbourhood rarely matched that of the residents.
- They saw their neighbourhood, as significantly smaller than what was “planned”: usually only one or two blocks: so, community is a very personal term.

Professional Associations

- Fellow, Canadian Institute of Planners (FCIP)
- Member, Ontario Professional Planners Institute (OPPI)
- Registered Professional Planner (RFP)
- Member, Canadian Parks and Recreation Association (CPRA)
- Member, Parks and Recreation Ontario (PRO)
- Member, London Area Planning Consultants (LAPS).

Past Committees and Boards

Past Chair and Member, London Advisory Committee on Heritage
 Past Member, London Grand Theatre Board
 Past Member, OPPI Discipline Committee
 Past Member, Association of Consulting Planners.

Awards

Leading edge innovations in parks and recreation planning for communities across Ontario and into the USA: highlighted by the following:

- 2009 CIP Planning Excellence Award for Social Planning, City of Mississauga Older Adult Plan
- 1999 OPPI Provincial Award Winner Professional Merit and Excellence in Planning, City of Mississauga - Future Directions Plan (Parks and Recreation)
- 1996 OPPI Member Service Award
- 1992 Outstanding Project of the Year, New York Upstate Chapter, American Planning Association, Town of Amherst, New York, U.S.A. - Parks and Recreation Masher Plan.

Presentations

PRO Conference: Recreation and Land Use Planning - Opportunities for Collaboration

PRO Conference: Master Planning 101

2008 OPPI: Symposium: Planning for Health Panel

2008 PRO Conference:

- Trends in Parks and Recreation
- Impact of an Aging Population on Parks and Recreation
- How to Undertake A Feasibility Study

OPPI: Conference: Park It Here

Georgia, USA: Recreation and Parks Association: Master Planning: Practical Approaches That Work

2004 PRO Conference: Master Planning Practical Approaches That Work

2004 Ontario Turfgrass Symposium, Demographics and Sport Turf Planning

2002 Ontario Parks Association, Youth and Recreation - What do they want?

Work Experience

1977 – 2016 (39 Years) Principal Planner and Founder, Monteith Brown Planning Consultants, (Originally, was Jean Monteith and Associates)

1974 to 1977 (3 Years) Senior Planner, Municipal Planning Consultants

1971 to 1974 (3 Years) Senior Planner and Office Manager (Belleville Branch) Totten Sims Mubicki Associates (TSH)

Accomplishments

1. 2010 A CIP Fellow: In 2010, Jean was elected to the College of Fellows, the highest award given by the Canadian Institute of Planners for her contributions to the profession, including her achievements in parks and recreation planning,
2. Ontario Municipal Board (OMB) Hearings that have resulted in ground-breaking decisions, including:
 - A. water-taking as a land use in the Grey Highlands which after can be regulated by zoning,
 - B. establishing the importance of “character recognition” in association with proposed architectural changes along London's Historic Richmond Street,

- C. the right of a municipality to preserve limited Institutional land designations at Brescia College, University of Western in London, Ontario
- 3. First Official Plans for the County of Middlesex and the County of Brant.
- 4. Over 30 Official Plans
 - Prepared over 30 Official Plans, including for: the Counties of Middlesex, Grey, and Brant, Municipalities / Townships of Thames Centre, Raleigh, Puslinch, Chatham, Brantford, and Tilbury East; Towns of Chesley, Clearwater, Amherstburgh, Aylmer, and Niagara-on-the-Lake; Village of Wheatley, and City of Belleville and Central Northumberland.
- 5. 11 Secondary and Community Plans
 - Prepared 11 Secondary and Community Plans, including for the: City of Sarnia / Clearwater (3); Township of Delhi (Turkey Point); Township of Maidstone (3); and Village of Tiverton; as well as for private clients in the Township of Bosanquet (3).
- 6. 29 Zoning Bylaw Innovations
 - Developed the City of London's new Comprehensive Zoning Bylaw Z-1
 - Literally melded thousands of bylaws into 1 truly manageable and comprehensive document.
 - The project required:
 - the researching and preparing numerous background reports to rationalize standards, regulations, general provisions and definitions,
 - aligning Official Plan policies to bylaw realities, and
 - preparing training programs for staff,
 - Reviewed the former City of Etobicoke's Zoning Code.
 - Prepared and reviewed:
 - The City of Niagara Falls' Zoning By-Law, and
 - The Town of Aylmer's Zoning Bylaw
- 7. Housing Policy Statements
 - Prepared Housing Policy Statements for the Towns of Aylmer and Amherstburgh; Townships of Maidstone and Blandford/Blenheim; County of Brant and City of Thorold.
- 8. Retail Studies for the Towns of Port Elgin, Chesley, Aylmer and Amherstburgh,
- 9. Downtown Revitalization Plans: for the Towns of Dundas, Amherstburgh, Leamington & Petrolia,
 - The Plans addressed all land use aspects of the core area, having regard for economic, social, heritage and environmental elements.
- 10. Completed Over 35 Neighbourhood Improvement Programs, Community Services Contribution Programs and Community Redevelopment Plans in Southwestern Ontario.
- 11. Annexations
 - Directed several annexation studies including for the Towns of Amherstburgh, Chatham and Chesley: Village of Wheatley, Township of Chatham, the County of Lambton (Sarina area), Central Northumberland (Cobourg area).
- 12. Precedent Setting: Ontario's First Joint Fringe Area Plan
 - Commissioned by five municipalities and the Ontario Ministry of Municipal Affairs and Housing, to complete the Joint fringe Area Plan for the County of Wellington, City of Guelph and Townships of Puslinch, Guelph and Eramosa.
 - It was the first non-regional study (across both sides of a city boundary) which reviewed development needs and constraints.
- 13. Over 25 Recreation, Parks and Culture Master Plans
 - Directed over 25 Recreation, Parks and Culture Master Plans, including Plans for the Cities of Barrie, Brampton, Chatham, Greater Sudbury; Gwinnett County, Georgia, USA; London (2); Markham (2); Mississauga (3); Niagara Falls; Oakville; Sarnia; Thorold; Toronto; Vaughan; Waterloo; Woodstock; Counties of Brant and Haldimand; Township of Centre Wellington, and the Towns of Amherst, New York, USA (2); the Blue Mountains and Cobourg.
- 14. Over 40 Parks and Recreation and Cultural Needs / Feasibility Studies
 - Directed over 40 Parks and Recreation and Cultural Needs / Feasibility Studies ranging from the more traditional arena, pool, soccer analysis, to libraries, arts centres and tall ships.
- 15. Planning Studies
 - Prepared development planning projects in residential, commercial, industrial and recreation land development across Southwestern Ontario including concept plans, plans of subdivision, retail studies, document amendment and agreement preparation.

Photo: Around 1970: Photo: Jay Simons, Jean Monteith, Marnie Coulson, Linda Allen with Mike Monteith behind Marnie and Linda:



Jean Monteith FCIP 2010

Jean Monteith is a Fellow of the Canadian Institute of Planners.

Her award-winning planning consultant whose career began in 1971.

She quickly excelled in the consulting industry before founding Monteith Brown Planning Consultants in 1977. Jean routinely led planning initiatives offering exceptional skills in project management, public consultation and policy analysis. Jean was often called upon to provide expert witness testimony at the Ontario Municipal Board for both public and private sector clients.

Ms. Monteith holds a Bachelor of Environmental Studies Degree (B.E.S.) with Honours in Urban and Regional Planning from the University of Waterloo. She is a former member of the Ontario Professional Planners Institute, and a former member of the Association of Consulting Planners.

Jean:

- formerly served on the OPPI Discipline Committee, and
- is a former Chair of the London Advisory Committee on Heritage.

Projects led by Jean have been granted Awards of Excellence by the New York Upstate Chapter of the American Institute of Planners, the Canadian Institute of Planners and the Ontario Institute of Planners.

Key OMB decisions included determining that:

- water extraction and processing could be controlled with land use planning documents (Grey County),
- the character of a neighbourhood could be used to ensure proper site plan control (City of London),
- major institutions were not above the planning process, particularly with regard to the disposal of land (University of Western / City of London).

In October of 2014, Jean transferred her shares of Monteith Brown to the key employees and enjoyed her employee status where she worked on special projects for the firm.

Jean is a Director in her community of Lazy River, Florida where, oddly enough, she also sits on the Documents Review Committee and the Long Range Planning Committee.

My community in St Thomas, Ontario is three and sometimes four streets.

It is where I know the people and their children whose faces I recognize, and whom I invite into my home.

July 26, 2024 Jean's Update

I was born Jean Wells in London Ontario, the youngest of four children.

Shortly after that, we moved to Petrolia, Ontario.

In my mind the perfect place to grow up - friendly and safe.

We lived on the edge of town and grew strawberries, tomatoes and corn to help put my oldest sister through University of Toronto.

I was very involved throughout high school: in basketball, volleyball, track and field, gymnastics and cheerleading, as well as, President of the Care Club and on Student Council.

I knew I wanted to be an Urban Planner early on - in Grade 12.

If you look in my Grade 12 Year Book you will see "Ambition - Planner".

Fortunately, my older sister was dating and then married Dr. Don Hayes who taught kinesiology at Waterloo and he advised there was only one school to go to and that was Waterloo.

So, I applied to Waterloo and Waterloo only and nearly died when they said that I had to come in for an interview, as 100 people had applied for 50 spots. They also advised that of the 50, they would only graduate 25, as they did not want to flood the market. As we all now know that is exactly what they did, we were, either lucky, or good, as we were there 25 that made it.

My start at Waterloo was a bit blurry, as I had mononucleosis, but I loved living in the Campus Village and with a brother-in-law on faculty got to be the trainer for the girls' varsity teams for four years. If you ever need your sprains wrapped, I am your girl.

Music: In addition to being a highly sought after commodity of being a female at Waterloo, highlights include sitting at Gordon Lightfoot's feet and feeling like he was singing to me alone, or when Neil Diamond put his hand on my shoulder and I thought I would faint. Loved seeing the Mommas and Poppas as well.

My first impressions of my profs were that they were not as scary, as I thought they would be. Coming from a small town, I thought that it all would be over my head, but thankfully I got it and survived. Part of that survival was thanks to Jerry and Terry and Sue taping our lectures in third year and bringing them up to my room at the Village, as I had broken my back in a car accident and couldn't endure sitting for more than ten minutes.

City of Kitchener: I had two work terms with the City of Kitchener, and while I liked my boss, I quickly realized that I was not cut out to work for government.

Then Consulting: I applied to two consulting firms and was flattered that they had a wee bidding war over me, I feel I picked the right one.

1. Worked for Toten Sims and Hubicki for almost four years doing the City of Belleville and Northumberland County Official Plans.
2. I moved on to Municipal Planning Consultants for another three years.

Jean Monteith and Associates

In November of 1977 stepped out on my own and formed Jean Monteith and Associates.

I am so glad of the order in which I worked for these firms as:

- the first taught me to love planning and that the only thing that mattered was to do it right,
- while the second firm taught me how to make money while doing what you loved.

My first offices were in Islington but my husband, Mike Monteith was diagnosed as a paranoid schizophrenia and was not doing well, so I decided to move my offices to London, so I could be closer to my family. It was a great move, as I was closer to my client base and even convinced my father to work for me. The downside was that my husband's psychiatrist convinced him that he needed to divorce me (please if anyone can explain this, I would love to know the rational - all I got was something about too strong an influence) and he died a few years later.

1985 was a banner year for me, as I not only landed the City of London Zoning By-law 5-year contract in a very poor economy, but also met my future husband and total love of my life Bill Swain. Bill came with three wonderful sons who eventually gave us 8 grandchildren. Their current ages range from two to thirty-seven. I even have, from one of those grandchildren, a great grandson.

In 1995 Bill was diagnosed with inoperable cancer so we started travelling.

- First, we tackled the World and then, as it advanced, we tackled Canada, the US and Mexico in our motorhome.
- We crossed the Continent twelve times, up and down the West coast three times and the East coast ten times, until we needed to settle in one spot.
- In November 2005, we picked Lazy River Village in Sarasota County Florida.
- By now Bill had had several heart attacks and five by-pass surgeries, in addition to the cancer, so we needed to know our neighbours.
- Bill passed away February 2009.

Transferring Ownership to Employees

In October of 2013, I gave Monteith Brown Planning Consultants to three of my employees.

I had no and still have no regrets about that decision.

I continued to work there as an employee for a few years, but I am now totally retired and love it.

I continue to split my time between Florida and St Thomas Ontario.

In September 2022, I lost my Florida house to hurricane Ian but I have rebuilt and, in March of 2024, got to spend a few weeks in my brand-new home.

It does have three bedrooms should anyone want to visit.

Jean's Ontario License Plate:



28. Juma Dion Msele

Address: Africa ?

Graduated:

- At the 26th Convocation, University of Waterloo
- 2 pm Thursday, May 24, 1973
- BES Urban and Regional Planning,
- Thesis, Dissertation 1971:
The Library & Archives Canada, 395 Wellington Coll. / General Coll. Folio HC557 T32 A7 fol.
"Arusha: an examination of the effects of East African Common Market and Tanzania Government programs on the development of Arusha Region."

J. Dion Msele's work, particularly a thesis/dissertation mentioned in a YouTube video, focuses on neocolonialism in Africa through debt, arguing that debt acts as a tool for continued foreign economic control, echoing Thomas Sankara's ideas, with the IMF/World Bank imposing austerity and structural adjustments that perpetuate dependency.

While the exact title isn't in snippets, the theme is critical African political economy and liberation from post-colonial economic structures.

Key Themes from the Snippet:

Neocolonialism via Debt: Debt from former colonial powers and international financial institutions (IMF) keeps African nations economically subservient.

- Structural Adjustment Programs (SAPs): Austerity measures imposed by lenders maintain control and hinder independent development.
- Thomas Sankara: Msele references Sankara's view of debt as a "reconquest of Africa".
- Cycle of Dependency: This system creates a permanent crisis, forcing continuous borrowing and policy adherence to external rules.

To find the specific thesis/dissertation:

- Search academic databases (like ProQuest, Howard University) using "J. Dion Msele" and keywords like "neocolonialism," "debt," "Africa," or "Sankara".

In essence, Msele's work analyzes how economic mechanisms, particularly debt, perpetuate colonial power dynamics on the African continent, a key area of study for African liberation and political economy.

29. Edward William Newport

Educated:

Graduated: May 25, 1972: Honours Urban and Regional Planning, University of Waterloo

On September 13, 2024, Es Newport wrote:

From: Edward Newport edwardwnewport@gmail.com

Sent: September 13, 2024 8:38 PM

To: tcrowe@telus.net

Subject: Uniwat Env Studies 1967-1971

Hi Terry,

It has been a while!!

I am on Vacation so not checking emails often.

Note my email address.

I spent most of my working life with Brewster Transportation and Tours in various Management Positions (Banff, Alberta).

This allowed me to travel widely and while not travelling, live in the Mountain National Parks of Western Canada.

I am now retired and living in Melbourne, Australia.

My wife and I have 3 adult children all living in Australia.

Great to know so many of my classmates are well and responding to your request.

Sad to hear about the few no longer around.

Please let me know if you need any more details.

All the very best. Cheers!!

30. Rick Page:

17 Outer Battery Rd.
 St John's, NL A1A 1A7
 Phone: 1-(709) 749-3767
 Email: rickpage144@gmail.com
 From Fonthill. Ontario, south of St Catharines

Education:

- Attended Thorold Fonthill High School
- University:
 - 1967 -1971: BES, Honours Urban and Regional Planning, University of Waterloo
 - 1973 - Graduated.
 - Was very involved in the Waterloo Students Union
 - 1968 - 69: Undergraduate Representative: Board of Governors U of W,
 - 1968 - 69 Student Council Representative Environmental Studies,
 - 1968 - 69: Vice President of the Federation of Students,
 - 1970 - 71: President of the Federation of Students,

Rick advises:

- I graduated the year after you did (1973).
- The University allowed a year of absence to the President of the Federation of Students because the President was a full-time employee of the corporation (only U of W and Toronto student unions were corporations at that time).
- I wrote my Senior Honours Essay for Len and a final paper for George by kerosene lamp on the Rexton, NB farm.
- I don't think Len liked mine but he passed me anyway! (His wife loved me!!!)
- It made my Mom happy!

Early 1970s - 1979:

- At some point, Jay Simons, Rick Page and Ken Shelton lived together for a while.
- one of the few that actually went back to the land
- with others, bought a farm near Rexton, New Brunswick, 80 kms north of Moncton.

In 1979, left and went to St John's Newfoundland

- married Susan Shiner from Ontario:
 - born 1952
 - died July 24, 2017 (cancer: 65)
 - received the:
 - YWCA Canadian Peace Medal
 - YWCA Women of Distinction Award
 - 2013 Governor General's Award
- they have a daughter Claire; a granddaughter Maggie
- they hosted folk festivals, billeted musicians, built stages

In 2017; they received the Newfoundland Labrador Folk Arts Society Lifetime Achievement Award

In May 20, 2026, Rick advises:

- I now live in the Outer Battery in St John's: an amazing community on its own...worth a Planning PhD dissertation!
- It is being gentrified... Half the houses are now vacation rentals.
- The remaining residents are great people!
- But such is the fate of picturesque communities!
- I now live with a well known NL potter, Isabella St. John, who was Susan's best friend!
- She and Susan fascinated 3 great folk festivals... I piggy backed to a Life time Achievement Award from the NL Folk Arts Council because I am/was a good carpenter..
- Every folk festival needs a good carpenter.
- I am now back to planning, sort of.

- A big development corporation has purchase a large piece of land in this community with huge old trees and beautiful flowers and within weeks will meet the bulldozers for a 30 unit development..... all I can say is Grrr!
- We are fighting it but the city is looking at 30 units at between \$660,000 to \$1.2,000,000. In taxation per unit.
- I am finally using my degree!
- It is zoned properly so it's a futile battle .
- But it's fun poking the councillors.



1986: Rick Page and Susan Shiner with their daughter, Claire.

31. David James Penny

- Dave was born in 1949 in London Ontario beside the Thames River.
- Phone: 519-212-1252
- Web: Fishculvert.com
- His childhood was spent:
 - exploring the Etobicoke Creek,
 - canoeing in Algonquin, and
 - skiing in the Blue Mountains.
- Education
Graduated: October 20, 1972: Honours Urban and Regional Planning, University of Waterloo
- Work
 - While at Waterloo, he worked collecting field data for researchers who were studying the deteriorated condition of streams and developing restoration techniques.
 - Following graduation, he was hired by ARMCO, the World's largest manufacturer of Highway Construction and Drainage Products, to supervise and instruct on the installation of very large Soil Steel Structures (culverts).
 - In 1971, he married Linda and the two of them went to Europe for a nine month honeymoon on "Five Dollars a Day".
 - When they returned home, Dave was hired full time by ARMCO to promote, teach and sell culverts. This took him all over the World where he worked with and learned from thousands of engineers, contractors and communities.
- Family
Dave and Linda have:
 - three children who were born beside the Ottawa River, and
 - six Grandchildren who live on Vancouver Island, Thunder Bay, Guelph and North Bay.

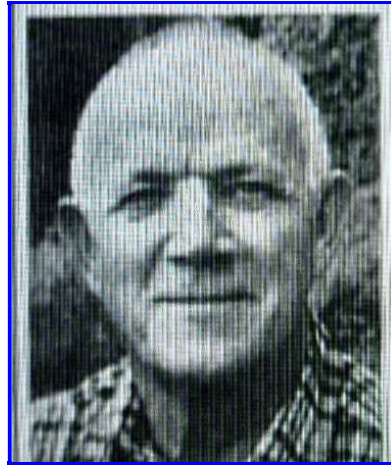


- Focus
- The salmon fishery continues to be a big part of my life as I design, market and manufacture Fish culverts to overcome barriers and reconnect streams for fish.
- Waterloo was a long time ago. I spent most of my working career marketing environmental products for the highway construction, storm water management, waste management, returnable packaging and playground equipment industries.
- I get great pleasure seeing the innovations and fruits of my labour, as I travel across Canada, but they are mostly things that are not very interesting to most, like the protective coating on a culvert pipe or a plastic compost bin.
- I have lived in Guelph for over forty years now and am the proud Grandfather of six.
- They live all across Canada. (Happy Grandparents Day this Sunday)
- My eldest granddaughter is on the U Windsor soccer team. I am torn as to whether I should wear my Warriors jacket or the Lancer's colours to her games.
- I hope that you are doing well.
- David J Penny, BES
- Phone: 519-212-1252
- Fishculvert.com
- Helping Reconnect Communities One Creek at a Time
- Guelph, Ontario

32. Ken Redpath Obituary

Born: February 15, 1944

Died: January 21, 2007 (63)



- Ken passed away suddenly at his home in Ottawa.
- Born and raised in Kincaid, Saskatchewan (170 km SW of Moose Jaw).
- He was predeceased by his mother, Kathleen, and sister-in-law Joan Redpath. He will be greatly missed by his wife and best friend, Jean Bye, daughter, Andrienne Prest, his father, William (Rita) Redpath, brother Bob Redpath, nephew Clint (Sandra) Redpath, niece Vicki (Trey Moore) Redpath. His grandchildren Wrenna and Mier Prest were a source of such joy to him. He adored his great-nephews; Ethan, Nolan, Will Redpath, Koen and Brychan Moore, and great-niece Haidan Moore.

Education

- He was a graduate of the University of Saskatchewan and the University of Waterloo.

Experience:

- A devout environmentalist and outdoorsman, he worked for *Environment Canada* for 32 years.
- He is remembered as an avid gardener with a perfect yard.
- He was a passionate traveler & curler most recently volunteering his time at the RA curling Club.
- He mentored so many people in so many ways, including volunteering at a local school for the early reading program.
- His kindness, patience, thoughtfulness, and generosity were only overshadowed by his humbleness.
- A Memorial Service will be held at the Central Chapel of Hulse, Playfair & McGarry, 315 McLeod Street, on Friday, January 26, 2007 at 10am.
- Donations may be made to the Kidney Foundation of Canada, 400C-1150 Morrison Drive, Ottawa, ON K2H 8S9 or a charity

<https://www.newspapers.com/article/the-ottawa-citizen-obituary-for-ken-redp/42548957/>

33. Jen (Shelton) Pheasant – Not a Waterloo Grad

- Also see Ken Shelton below
- Born in England
- Jen was the planning technician for the then City of Galt
- She moved to Australia:
 - did long distance quarter horse endurance racing, and
 - taught planning:
- now happily remarried in Tumut, Australia.

Photo: November 1971

On the Niagara Escarpment, west of Toronto

Left: Colin May: Lynne Bricker's husband

Right: Jen Shelton



34. Ken Shelton – Not a Waterloo Grad – an Employee

- Graphic Support for the Planning Professors at the University of Waterloo
- Is semi-retired; President, Display and Design Agency, P E I
- Published elementary school heritage books for the Department of Education, PEI and also tourism brochures
- Below:
 - Island educators and historians joined Ministers Carolyn Bertram and Gerard Greenan at the Legislature to celebrate the new curriculum resource that supports the Island History curriculum.
 - Prince Edward Island Historic Places was produced in PEI and features 33 heritage buildings in PEI with captions and illustrations of the people and circumstances associated with them throughout their history:



- In the back row (L-R): Sheila Barnes, Ken Shelton, Tammy MacDonald, Christine Thibaudier-Ness, Daphne Davey, Charlotte Stewart, Catherine Hennessey, Faye Pound and Darin MacKinnon.
- Seated in front (L-R): Minister Gerard Greenan, Minister of Education and Early Childhood Development, Georges Arseneault, Laura Ann Noye and the Hon. Carolyn Bertram, Minister of Health and Wellness, responsible for Aboriginal Affairs

35. Jay J. Simons

Born: November 29, 1946

Died: July 24, 2019 (73) in Comox, BC.

Raised in Downsview, NW Toronto, Ontario

Education:

- Graduated: Thursday, May 25, 1972,
- At the 24th Convocation, in the 5th Planning Class, University of Waterloo,
- With a Bachelor of Environmental Studies (BES), Honours Urban and Regional Planning,
- Honours Essay Topic: The concept of kibbutz living.



1991 - 1993: President of the Planning Institute of British Columbia (PIBC)

From June 1991 to June 1993, Jay served as the President of PIBC and while there:

- he was instrumental in reinvigorating the PIBC in the 1990s.
- to encourage greater diversity, he specifically encouraged women to stand for Council during a time when there were none: four women were elected who went on to serve in leadership positions with PIBC and CIP.

Joyce says:

He lived a very active lifestyle - skiing, hiking, canoeing, camping.

He also travelled overseas extensively.

Two of his memorable accomplishments were:

1. bicycling across Canada from coast to coast, and
2. hiking to Mt. Everest base camp.



Why planning?

- In high school, he had a geography teacher, a Mr. Williams, who made a big impression on him.
- He was bitten with the planning bug when the class was given an assignment to plan a resource town.

Why Waterloo?

He believed that Waterloo had a good program and to experience independence from home.

Most Memorable Job?

- First Job: Planner, Cardston, Alberta
- His first position as a Planner was in Cardston, Alberta (80 km SW of Lethbridge).
- One of his first projects was to design a golf course (the Milk River Course, in case any of you are familiar with it). Said he had no clue, as he had never golfed a day in his life, but luckily there was a golf course handbook on a bookshelf in the office building.
- In 1993, we camped at Writing on Stone, Provincial Park (130 km SE of Lethbridge) and golfed at the nearby Milk River Golf Course (well, he golfed, I walked it).
- From Cardston, Alberta Jay would travel to the West Coast on holidays to hike and ski, until he found work here.
- He always loved BC and never considered moving back to Ontario.
- He really enjoyed his work at the Agricultural Land Commission in Vancouver.

Field trips?

Jay always enjoyed the field trips, particularly the New York trip, and the camaraderie associated with them.

Work Experience:

Jay never saw himself as a career planner with one local government, institution or business.

His planning and CAO career included:

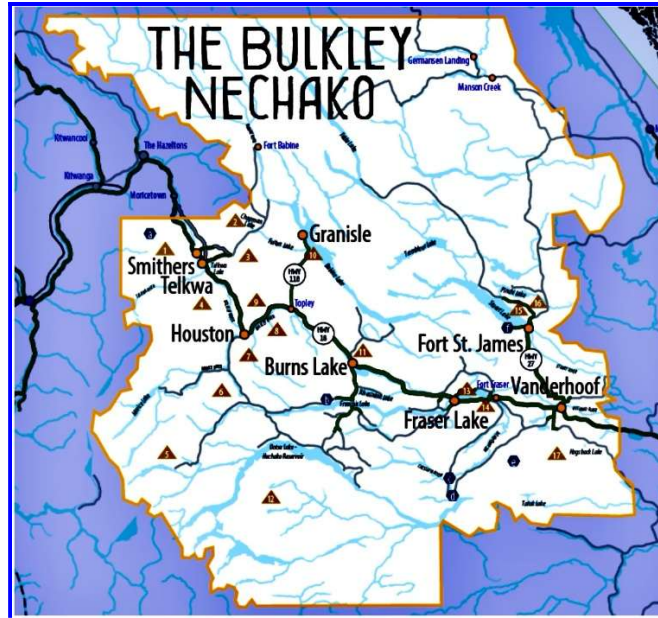
1. The Old Man Regional District (south central Alberta), which includes:
 - Cities: Brooks:
 - Municipal Districts/Counties: Taber (M.D.), Vulcan County, Warner (County), Willow Creek (M.D.), Cardston County, Forty Mile (County), Lethbridge County, Pincher Creek (M.D.), Ranchland (M.D.);
 - Towns: Municipality of Crowsnest Pass, Bassano, Cardston, Claresholm, Coalhurst, Fort Macleod, Magrath, Milk River; Villages: Arrowwood, Barnwell, Barons, Carmangay, Champion, Coutts, Cowley, Duchess, Glenwood, Hill Spring.



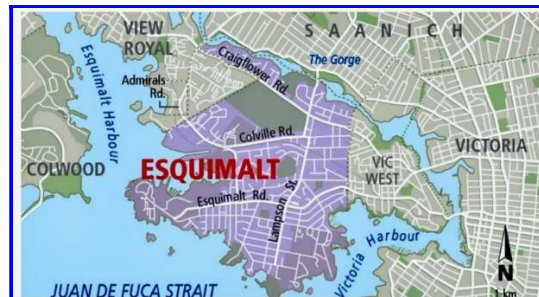
2. Metro Vancouver,
 - the BC Agricultural Commission,
 - Carma Developers.



3. Bulkley Valley Regional District which includes eight member municipalities, often referred to as the RDBN community profiles:
- Town of Smithers,
 - Villages of: Burns Lake (RDBN office location), Fraser Lake, Granisle, Telkwa,
 - District of Fort St. James, District of Houston, District of Vanderhoof,
 - 7 electoral areas (rural areas), and
 - 3 First Nations.



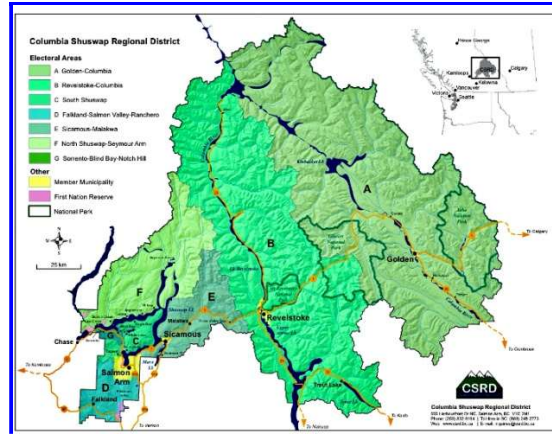
4. Esquimalt, BC



5. Town Manager, Slave Lake, Alberta



6. The Columbia Shuswap Regional District (CSRD) which includes the:
- City of Salmon Arm; City of Revelstoke;
 - Town of Golden;
 - the District of Sicamous and Shuswap Lake; and
 - 7 unincorporated electoral areas (A - G) covering regions such as the North Shuswap, South Shuswap, and rural areas surrounding the municipalities.



Terry's Notes:

Jay said that had worked for Victoria too.

Jay was the only guy that I knew who really skied: had a license to teach it.

Jay, Rick Spanik, Doug Koch and Terry Crowe were fairly close, emailing insults regularly.

Jay and Rick swapped BC / NS houses in 2017.

In 2026, Susan Austen, a Planning Grad and Classmate now in Penticton said that, in the early 1980s, Jay and she two of the first Planners for BC's Agricultural Land Commission: they got death threats from farmers and ranchers not used to being told what to do with their land.

July 30, 2019: At Jay's Funeral Reception

Piercy's Mt. Washington Funeral Home, Courtenay, BC

Left to Right: Terry Crowe (Richmond, BC), Doug Koch (Victoria, BC), Linda Allen (Victoria, BC) and Rick Spanik (Halifax, Nova Scotia).



Obituary - <https://www.bccolocalnews.com/obituaries/jay-simons/>



36. Barry Edward Smith

Barry E. Smith
 4-35384 Sandy Hill Road
 Abbotsford B.C.
 V3G 1J2
 Phone: 604-853-6779
 Email: bsmith9@shaw.ca

Education:

1. May 25, 1972: BES: Honours Urban and Regional Planning, University of Waterloo
 - Seniors Honours Essay: "The High Cost of Housing Toronto".
2. May 1975: MA: Community and Regional Planning, UBC
 - Thesis: "The British Columbia Land Commission Act - 1973"

When did you graduate?

I was in the 1968 - 72 UofW class, graduating in the spring of 1972.

At UBC my course work was completed in the spring of 1974, but due to an inability to arrange the oral examination of my thesis that spring I did not 'officially' graduate until May 1975.

Where did you go (sequence of all jobs)?

After graduating from UofW, I applied and was accepted into the UBC Masters' Community and Regional Planning program.

I was quite prepared to step into the world of planning armed with my UofW degree, but decided to apply to UBC for a couple of reasons.

1. I had visited the West Coast a few times, so, if accepted at UBC it would afford me an opportunity to experience B.C. for at least a couple of years before moving back 'home' to Ontario (which never happened).
2. In addition, I had a concern at the time (which was mis-placed) that, once in the working world of planning as a UofW undergrad, I might be considered a glorified researcher.

Upon reflection, I feel that the UofW 4-year program, overall, provided a somewhat more solid grounding for stepping into the world of planning than the 2-year Masters' program.

In my UBC class of 1972-74, most of the students came from several different undergraduate backgrounds such as Geography, History, Economics and English Literature. There were, however, three exceptions:

- along with myself, I was joined by two additional classmates from the 1968-72 UofW class:
- Brian Doyle, and
- Ross Perry.

In due course I was informed that the UBC School of Planning had consciously decided to accept the three of us into their program as a sort of “experiment” to discover what three people from the Waterloo undergraduate program were all about and, I suspect, to get an insight into what kind of ‘product’ the Waterloo program was producing.

While Brian, Ross and I found some degree of repetition from what we had done at Waterloo, I found the UBC land use law course not only very good, but probably the most valuable course in my six years of formal planning education. Also, being able to focus heavily in 2nd year on my thesis work gave plenty of opportunity to further develop my research skills.

Summary: Work Experience:

1973 (5 mon): Between Year 1 & 2: A summer position in the Zoning Department, City of Vancouver

May 1974 - Aug. 1981 (7 yrs+): Dewdney Alouette Regional District.

- I started as ‘Assistant Planner’ and was the ‘Deputy Director of Planning’ when I left.
- (The Regional District was located on the north side of the Fraser River in the Lower Mainland but was eventually absorbed into the now Metro Vancouver and Fraser Valley Regional Districts.)

August 1981 - 1998 (17 yrs): Joined the Planning Division of the B.C. Provincial Agricultural Land Commission as a ‘Planner’ with regional responsibilities.

1998 - 1999 (1 yr): Seconded to work with the B.C. Ministry of Agriculture (Resource Management Branch) in support of their new Strengthening Farming program.

1999 - 2004 (5 yrs): Permanently employed with the BC Ministry of Agriculture (Resource Management Branch) as ‘Senior Land Use Specialist’ with the Strengthening Farming Program.

June 2004: Retirement

What did you do?

1973: City of Vancouver:

When with the City of Vancouver Zoning Department, I dealt with enquiries from landowners / the public exploring the possibility of re-zoning their land. This involved doing a detailed investigation of the land in question, writing a report and presenting it to the Zoning Planner. This was followed by communicating to the landowner, if the Planning Department would support or not support a formal application. This was an interesting way to gain a deeper understanding of Vancouver’s land use and armed me with an appreciation the importance of paying close attention to ‘detail’ - which served me very well.

May 1974 to August 1981: Dewdney Alouette Regional District (DARD), BC:

I worked on a series of community planning exercises, the development of rural plans and the introduction of zoning bylaws. I also worked with BC Ministry of Transportation and Highways and municipal counterparts in the development of major transportation planning in the Region.

The RD also had the responsibility of administering the Lower Mainland Regional Plan (1966) with which I was directly involved.

1979-80: A major piece of work was being part of a five person “working group” that did the grunt work on the updating of the regional plan leading to the adoption in October 1980 of the “Plan for the Lower Mainland of British Columbia”.

My experience working at the local government level for 7½ years proved invaluable when working for the Province, especially since my job at the Agricultural Land Commission largely involved working with local governments.

August 1981: Planning Division, BC Agricultural Land Commission (ALC)

In the Planning Division of the ALC, responsibilities were divided into 6 provincial geographic areas and involved engagement with local governments and other provincial ministers and agencies on a wide range of planning matters.

A key concern was ensuring compatibility among local governments, the Provincial land use planning efforts and the Commission’s statutory objectives which focused largely on farmland preservation and more broadly, securing a land base for farming. Initially, I had responsibility for the Lower Mainland and the Kootenays and eventually, also the Interior area of the Province.

A Policy Planner: In my latter years with the ALC, my regional responsibilities were re-assigned, I got the title of 'Policy Planner' and my scope of work became Province-wide on a number of initiatives. A key piece of work was the development of a major document titled "*Planning for Agriculture – Resource Materia*," along with an accompanying summary document - completed in 1998.

BC's Strengthening Farming Initiative and Farm Practices Protection (Right to Farm) Act

I also worked with the B.C. Ministry of Agriculture on the:

1. introduction of the "Strengthening Farming Initiative," and
2. the preparation the Farm Practices Protection (Right to Farm) Act which included changes to other pieces of legislation. This included involvement in a province-wide, 16 local government effort to introduce the program and legislative changes prior to adoption.

The Strengthening Farming Program

The Program's primary focus was on farm practices protection and encourage planning for agriculture. It now plays a supportive role to the Province's policy of farmland preservation through the Agricultural Land Commission Act.

1997: Award: "Agriculturist of the Year" in 1997 by the B.C. Institute of Agrologists.

For my involvement in the Strengthening Farming Program and the development of the Planning for Agriculture material, I was recognized as "Agriculturist of the Year" in 1997 by the B.C. Institute of Agrologists.

1998: BC Ministry of Agriculture

- I was seconded to the Ministry of Agriculture to work with a small team developing a wide range of support material for the Strengthening Farming Program.
- Also, Provincial "Agri-teams" were introduced to support local governments in their planning efforts involving farmland.
- As well, guide material was developed associated with zoning bylaws applied to farm areas and the introduction and development of agricultural area plans.

1999: Permanent Senior Land Use Specialist, BC Ministry of Agriculture

Here, I continued work on the Strengthening Farming program, including:

- the development of local government agricultural advisory committees (currently 34), and
- the development of agricultural area plans (currently 72),
- the introduction of the concept of 'edge planning' to secure greater compatibility between agricultural and other land uses, and
- the development of 'best practices' material associated with the development of recreational trails within agricultural areas.

BC Census of Agriculture: and Agricultural Statistics and Profiles

In addition, I took Census of Agriculture and Provincial agricultural statistics and developed a series of 'agricultural profiles' geared to the municipal and regional district level.

June 2004 Retirement:

After retirement, I continued to do some project-by-project work for the BC Ministry of Agriculture and Agricultural Land Commission under contract, or in a volunteer capacity.

Top Wins and Successes To Improve the Human Condition and Environment

1. While I worked on several different efforts over the years, I would point to being a member of a *small team dedicated to the preservation of B.C.'s farmland* through the Agricultural Land Commission Act, as my contribution to hopefully improve the human condition.
2. I regard the 1973 initiative of the B.C. Government, to implement legislation and establish a Commission aimed at the preservation of the farmland base in B.C. to be in the spirit of and a *forerunner (by over a decade) of the 1987 work of the UN World Commission on Environment and Development, as enunciated in "Our Common Future", by the Brundtland Commission*), especially regarding its encouragement to develop strategies for sustainable food security.

What would you do differently?

- Looking back, I would not have done too much differently regarding the course of my efforts in the world of planning.
- However, upon graduation, I perhaps wish I had pursued employment opportunities in transportation - specifically public transit planning, as it was and continues to be a major interest.
- Also, I mistakenly allowed my interest and dedication to "the job" to rob me of far too much time from my family - something, once lost, is gone forever. I regret not doing something differently in this regard. Bad planning on my part, I guess.

What should the Waterloo Planning Professors: do / not do? / teach? / other?

Because I have been removed from the academic scene for decades, I am sure what is being emphasized at planning schools has evolved greatly – but a few thoughts, although these matters may already be in practice.

1. Research:

- In my experience, research was a fundamental underpinning of almost everything I did along with statistical analysis.
- More instruction on research techniques, how to organize and assemble findings and present them most effectively would have been valuable.

2. Short / Long Term Planning:

- When at UofW and UBC, there seemed almost a reference to the "5 year open ended plan".
- I feel that there are many factors that should be viewed in a much longer time frame - 70 to 80 years, the time frame of a human life.
- This can be challenging when dealing with elected officials on 3 or 4-year electoral cycles, but there are many factors that should be viewed from a much longer-term perspective.

3. Public Speaking / Presentations:

- Probably most planning students would benefit from having some exposure to improving public speaking skills and instruction on effective presentations.

4. Land Use Law:

- During my time at Waterloo and UBC, only a single law course associated with land use was offered.
- If this is still the case, I feel this should be beefed up.
- Almost everything planners touch has a legal context / implication.

5. Governance:

- I would have also appreciated a stronger emphasis on governance - the interplay between national, provincial and local governments and their functions.
- There could be exposure to other governance models (e.g., what is the process of land use change / planning in Belgium or Denmark compared to Canada?
- Every planning student should be exposed to a municipal council in action and attend a few public hearings.
- Perhaps a course could be designed to have planning students 'work' as a sort of assistant to a planner to become better acquainted with a real-life planning project.
- This was offered at UBC in conjunction with the City of Vancouver and was very insightful into the 'authentic' world of planning.

6. Not God:

- When at Waterloo, a fellow planning student stated with glee: "Isn't planning wonderful, it lets us play God".
- Anyone leaving a planning program with this perspective is sadly, very sadly, amiss.
- The planning program at UBC was formally called the school of "Community and Regional Planning". While the term 'community', in this context, may have been meant to reference the 'urban' community, I always regarded the concept of 'community' from a much broader perspective and, as such, quite value loaded.

- I feel planning students should leave a planning program with the perspective of serving the community at large (however that community might be defined).
- This emphasis on 'community' should be a foundation point of the profession ... with absolutely no hint of being a little 'planning God'.

What advice would you give planning students and those who want to be planners?

- Listen carefully and pay attention to details.
- Having a strong appreciation of the value of democracy will be useful.
- When presenting anything, routinely step back and critically examine what you are presenting, as a means to improvement and to anticipate questions from others who will be critically examining your work.

How can the community planning profession be improved?

- I have no suggestion in terms of 'how', but it would be of value, if the public had an improved understand of the decision-making process and the planner's role in that process.

Barry Smith / April 2026

37. Chris Smith

Address:

250 Cooper Street,
Cambridge Ont, N3C 3V5

Tel: 9 (519) 658. 4312

Email: sr500chris@gmail.com

Education:

- Friday, October 20, 1972:UoW BES: Honours Urban and Regional Planning,
- Fall 1992: University of Western: Master of Public Administration

Correspondence

On Sunday, March 29, 2026 10:25 AM

1. Chris Smith writes:

From: Barb Smith <bjcsmith@sentex.ca>

Sent: Sunday, March 29, 2026 10:25 AM

To: tcrowe@telus.net

Cc: Hans Madan hansmadan@gmail.com

Subject: UW Planning Grads

Hey Terry -

Hans forwarded your note looking for me (my contact info), so here you are!

I remember your name, but not remembering much else right now.

I was in the class that would have graduated in '71 but had bigger plans for that summer, so ended up finishing my final project later that fall and graduated with the following class - which included Hans - in late spring '72.

My wife and I didn't stray far from UW, living and raising two boys in Cambridge, Ont.

We just finished and moved into an ADU on our property last fall - so my last real planning project was my own infill development!!

Anyway, not sure you are looking for in terms of a career summary - let me know and I'll whip something up! Cheers, Chris Smith

2. On April 8, 2026: Chris writes:

Hey Terry! Sorry - been a crazy couple of weeks and I didn't get to this!

So here goes: No Photos

Experience

At UoW: Using HECO (Ont Hydro) rights-of-way for public trails and linear parks in Mississauga and Etobicoke (now part of Toronto), providing continuous linkages and recreational opportunities on lands already in public ownership (kind of a precursor to rail trails).

MPA: Thesis: At Western: The Case for Public vs Private Ownership of Student Transportation in Ontario, using life cycle costing, employment and service delivery.

Hobbies: travel, bicycling, motorcycling, model building and model railroading, reading / news.

Volunteer Activities:

2012 to 2022: Appointed Member to Cambridge Trails Committee,

2016 to 2017: Chair of the Cambridge Multiplex Task Force,

2014 to 2020: Spring Clean-Up, Ontario Federation of Trail Riders

2014 to 2020: Member of both the Planning and Transportation Committees, Ontario Association of School Board Officials

1987 to 2011: Grand Parenting.

Experience

1972: Junior Planner, City of Guelph,

Planner, Senior Planner, City of Cambridge,

From 1996 to 2010: Waterloo Region District School Bd,

2008 - Planner, Manager of Planning, Waterloo Region District School Bd,

By 2011:

- Manager of Planning and Transportation, Waterloo Region District School Bd,

- Manager of Co-operative Transportation, Waterloo Region District School Bd,

2011 Retired

Questions: 7- 12: Interesting questions, but frankly I don't have the time right now to do any of them justice, so I'll pass.

Comment

Municipal planning (which was most of my experience) in Ontario right now, is not nearly as exciting to me, as it was starting out in the early '70s!

Under the current Ontario Provincial Gov't, local municipal decision-making has been kneecapped, as has the development appeal oversight (formerly the OMB, now the OLT) in favour of pushing residential development and economic activity as a Provincial priority.

Not sure how the folks at the School of Planning are dealing with that.

I appreciate your grad research and interest in what folks have done over the years.

Hope this is of some assistance, cheers,

38. Joseph Elmer Snizek

Contact

Email: - snizej@gmail.com

Home: Sault Ste. Marie

Education

- Graduated: May 25, 1972: Honours Urban and Regional Planning, BES, University of Waterloo.
- Has taken a Ryerson mediation and negotiation course.



Experience

- Adjudicator
 - Ministry of the Attorney General
 - Sep 2004 - Present · 21 yrs 6 mos
- April 2020: Rotary 6290 Member

March 23, 2026 Email: Joe sent Terry the following Summary:

At the outset, let me say that I have not practiced planning for twenty-two years in that I left my "planning" job in 2004 to join the Ontario Municipal Board (OMB), a planning disputes tribunal. I also have a granddaughter in community college and the level of computer knowledge that she possesses leaves me in her wake.

I worked in Sault Ste Marie from 1971 to 1973 (2 yrs) and 1974 to 2004 (10 yrs).

The gap year was spent in Markham in the York Region.

The Soo:

In my over thirty years in the Soo, I did a number of planning tasks at various scales.

- *The largest was the Sault North Planning Area of over 1,000 sq. mi.*
- *The smallest was at the site plan level.*
- *We were rather isolated and, as result did a number of studies on our own as opposed to using planning consultants.*

The following illustrates how things evolved over my career.

- *We did a transportation study when I started in the Soo with Dillon and we provided all the detailed traffic zone data households population and detailed employment.*
- *The study took about 18 months with a planner and technician.*
- *The next time we did it, it took about six months and I bought a fancy two memory calculator that cost \$1,200.*
- *The final time we did it we finished it in six weeks with an early Apple computer.*

The OMB:

- *The final position at the OMB lasted 12 years and involved 100's of cases ranging from a few hours to six or seven weeks.*
- *Most of the time by yourself in areas from Kenora to Muskoka and areas in between.*
- *A typical week involved leaving home Sunday and returning home Friday.*
- *You spent your non-hearing time writing decisions.*
- *Your focus was to write in such a way that the losing party understood why they lost.*
- *I was proud that over my term, five of my decisions were reviewed by the courts and all were upheld.*

Retirement

I have a busy retirement life with work friends (we go for coffee on Tuesday and Thursday.

I play contract bridge.

My wife, Maria and I have been married 52 years and we have two children and six grandchildren.

More Found Background:

Joe is a:

- a certified wetland evaluator.
 - appeared before the Ontario Municipal Board (OMB) approx. 50 times, as an expert witness.
- 1972 - 2004, he was the City Manager of Long Range Planning, City of Sault Ste. Marie,
 2001: Joe is commenting on an issue regarding the Ontario government providing \$34,000 towards determining, if transpolar air cargo links between the Central Asian market and Sault Ste. Marie and North Bay really can fly.

June 11, 2002: Joe is commenting in Ontario Northern Business: "The next stage is identifying what airlines are flying air cargo and how the North can put together a sufficient business case to justify going after some of that cargo", says Joe Snizek, the city & area's long-range planner.

April 14, 2004: as the Manager, Long Range Planning for Sault Ste. Marie: Joe Snizek says:

"We have to build new initiatives, or we have to decline and become less politically active and less economically active," stressed Joe Sniezek, manager of long range planning for the City of Sault Ste. Marie.

OMB: In 2004, Mr. Sniezek was appointed to the OMB following a long career in municipal planning.

OPPI

Mr. Sniezek is a Member of the Ontario Professional Planners Institute an organization he played an active role in and culminated in a term as its President.

- Role: Member (Full-time)
- Location: Sault Ste. Marie
- Tenure: June 23rd 2004 to June 22nd 2014
- Total length of tenure: Ten years
- One high profile OMB hearing, Joe Sniezek released the OMB's decision to allow aggregates extraction at the Wawa Quarry near Michipicoten Harbour (17 km SW of Wawa, Ontario).

September 2025:

- Mariea and Joe Sniezek win 2nd Prize: \$150 with Ticket: 081 from the Crime Stoppers of Sault Ste. Marie and Algoma District

39. Rick Spanik

Retired in Halifax:

68 Wedgewood Avenue, Halifax, B3M 2B7

Phone: 1 (902) 445.2803

Email: rick.spanik@gmail.com

Education:

Bishop Ryan Catholic Secondary School, Hamilton

Sept. 1967: McMaster: Engineering, was the Centre for the McMasters Marauders Football Team

September 1968: Saw a light and transferred to University of Waterloo

October 20, 1972: Graduated: BES: Honours Urban and Regional Planning, University of Waterloo

Family:

- Rick and Anna Spanik's wedding – August 15, 1970
- Children: Christianne, Arron and Andrew

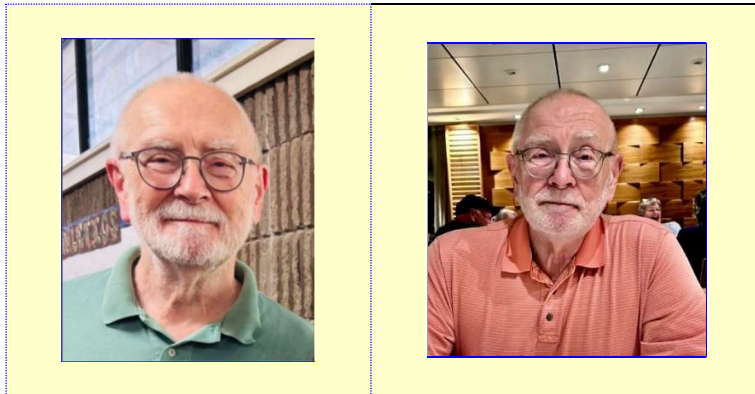
That's Terry Crowe's Mother behind Rick.



Grad 1972:



2026



Experience

1971: Rick was one of the first in our class to get a planning job - in the Hamilton Area.

Mid 1970s: he became the second Director of the Pictou DPC, Nova Scotia,

Municipalities: New Glasgow, Pictou, Pictou County, Stellarton, Trenton and Westville,

Managed the regional:

- water system,
- sewage collection and treatment, and
- garbage collection and disposal.

Then planning in Richmond County, Cape Breton and worked for Halifax County

Then for Bell Aliant.

Hobbies

- Rick does very extensive and thorough family research here and in Europe
- Recently, he found out that his friend Terry Crowe is distantly related to his wife Anna.

July 28, 2025: Rick, Terry, Anna: Rick's Place Halifax, N S:



40. Professor Dr. Robert A. Sproule

Education:

- May 27, 1971: BES: Urban and Regional Planning, University of Waterloo
- M.A. in Economics, University of Alberta,
- Ph.D. in Economics, University of Manitoba.

At Waterloo, Rob took courses from:

- Professor L.O. Gertler, B.A. (Queen's), M.A. (Toronto), Planning, (McGill), School Director
- Professor Helen Abel1 (Miss), B. H. Sc., M.Sc., Ph.D. (Cornell)
- Associate Professor J.M. Crowley, B.A. (Ag.) (Idaho), MS., Ph.D. (Minnesota)
- Associate Professor J.T. Horton, B.A. (Wheaton), M.A. (Northwestern:
 - resource planning, citizen participation, the politics of planning
- Associate Professor S.G. Rich, M.T.P.I.C., M.R.A.I.C., A.R.I.B.A
- Assistant Professor L.R.G. Martin, B.A. (Queen's), M.A., M.R.P.(Syracuse)
- Lecturer S. Herzog, B. Arch, (Toronto)
- Lecturer C.M. Kitchen, B.A. (Queen's), M.A. (Waterloo)
- D.K. Erb, BSc. (Western), M.A. (Toronto), Ph.D. (McGill)
- R.R. Krueger, B.A., M.A. (Western), Ph.D. (Indiana)
- H.D. Steiner, M.Sc., Ph.D. (Zurich)
- W.B. Mitchell, B.A., M.A. (U.B.C.), Ph.D. (Liverpool)
- G. Priddle, B.A. (Western), M.A. (Clark)
- SOCIAL PSYCH - Ron Lambett
- POLI SCI - John Wilson

Full Professor, Bishops University in Sherbrooke, Quebec

Has published many papers:

- Courses Taught on a Regular Basis:
 - ECO 208 Intermediate Microeconomics I
 - ECO 209 Intermediate Microeconomics II
 - ECO 343 Advanced Microeconomics
 - EMA 261 Econometrics I
 - EMA 262 Mathematical Economics, Statics
 - EMA 361 Econometrics II
 - EMA 362 Mathematical Economics, Dynamics



Mrs. Sproule



Robert Sproule's Detailed Resume – 9 Pages



RAS-2026W-CV of
Robert Sproule O.p

41. Terrance Albert Stanhope,

Education; May 25, 1972: BES: Hon. Urban and Regional; Planning Experience

- A 1991 reference to a co-authored Book and Tutorials
- Tutorial - Morning (9:00-12:00)
- Regarding a co-authored Book: Object-Oriented Computing, Looking Ahead Year 2000
- Terry Stanhope, Information Research Centre, University of Toronto
- Summary: This paper examines the strategic importance of object oriented programming, looking ahead to the year 2000. It also surveys the coming impact of the more general area of object oriented computing, which includes analysis, design, databases, libraries, tools, standards, graphical user interfaces, and environments. A model of the software industry called the "software fountain" is used to explain how these developments are likely to impact the various parts of the industry. A discussion is presented on object oriented languages, concentrating on

42. Gwyn Symmons (CitySpaces Business Partner with Linda Allen)

Education

1967 - 1970 - BA Joint Honours, Geography and Sociology, University of Hull, England

1970 - 1972 - Post Graduate Diploma, Town Planning, Leeds School of Planning, England

Areas Of Practice

Project Management | Site Planning | Urban & Building Design | Market & Non-market Housing | Health Facilities | Conflict Resolution | Creative Problem Solving | Strategic Advice.

Presentations | Involvement:

- Canadian Institute of Planners
- BC Non-Profit Housing Association
- Canadian Housing and Renewal Association Member
- Lambda Alpha International
- Urban Development Institute
- Bays United Soccer Club, Victoria, BC
- Past President Co-operative Education Advisory Council, University of Victoria, Past Member.

Experience

Dec. 2022 - Present: Retired Co- Founder of CitySpaces: Vancouver, BC, Canada

1986 - Oct 2023 (37 yrs 10 mos) Principal, CitySpaces Consulting, Victoria, BC

Providing strategic advice and managing complex and large projects are Gwyn Symmons' specialties – residential and mixed developments, health, sport and educational facilities, government policy, and programs. Widely respected for persuasive presentations and his ability to manage effectively through controversial projects, Gwyn leads the CitySpaces in its work with institutions and the non-profit sector. This involves developing projects from a "first vision" through concept design and business planning. Subsequently, this leads to securing funding and government approvals, detailed design, and construction.

Gwyn has successfully led projects of all sizes and complexities.

1983 - 1986 (3 yrs) General Manager: Capital Regional Housing Corporation, Victoria, BC

1976 - 1983: City of Ottawa (7 yrs 1 mo):

- 1978 - 1983 (5 yrs) Director of Project Implementation and Third Sector Liaison
- 1976 - 1978 (2 yrs) Housing Planner
- 1971 - 1976 (5 yrs) Principal Planner, City of Manchester, UK



CIP Fellow: FCIP 2022

During Gwyn Symmons fifty-year planning career, he has managed planning processes, from long-term visioning and plan making, to large- and small-scale site-specific developments.

Many projects have aided the most vulnerable members of society.

In 1971: Gwyn began his career in the UK, as a planner with the City of Manchester.

In 1976: moving to Canada:

- Gwyn was successful in applying to become the City of Ottawa's first housing planner.
- Subsequently, he assisted in setting up the City of Ottawa's non-profit housing corporation, as the Director of Project Implementation and Third Sector Liaison.

In 1983: he moved to Victoria and, as the first General Manager, set up the Capital Region Housing Corporation in Victoria.

In 1986: Gwyn co-founded CitySpaces with Linda Allen; as a consulting firm providing planning skills and services primarily across BC but including Alberta and Saskatchewan.

The firm has two offices in Victoria and Vancouver.

Gwyn has undertaken the coordination of a number of master planning projects:

- in Victoria: the Glendale Lands, Royal Bay, the former Victoria General Hospital site, and
- in 2004, in Saskatoon, the South Downtown Concept Plan (River Landing).

Gwyn has used his expertise to guide the development consulting side of CitySpaces assisted in planning and developing multiple non-profit housing units, emergency shelter beds, but also facilities for post-secondary education institutions and other mixed use or complex projects.

In 2020: Gwyn and Linda transitioned the ownership of CitySpaces to Jada Basi and Noha Sedky in 2020, but Gwyn continues to work in the company and assist in its management.

Gwyn is often asked to provide advice to non-profit housing providers, provincial agencies and municipalities. He has been extensively involved in the planning and project management of housing projects for families, seniors, youth, persons with special needs, and others.

Gwyn has been a strong advocate of the value of social housing and providing high quality, appropriate affordable housing. He has defended new non-profit housing developments at many public hearings and continually advocated for the importance of excellent design in shelters and non-market housing.

Awards:

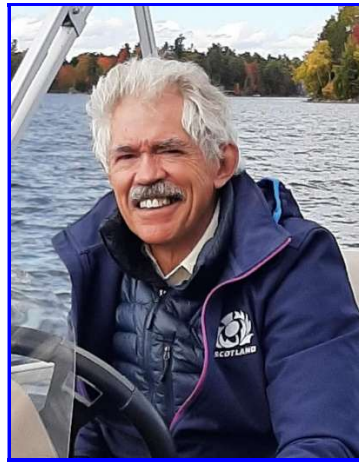
- 2020: Gwyn has been the recipient of the Excellence in Planning Awards including the Silver Winner PIBC Award in the category of Inclusionary Planning for the Affordable Housing Redevelopment Criteria Tool. Prepared with Metro Vancouver, the tool provides a method for reviewing existing affordable housing in larger portfolios or across municipal jurisdictions for opportunities to redevelop and increase the number of affordable units.
- 2015: The 2015 Canadian Institute of Planners' Award for Planning Excellence in Planning Publications recognized the Expiring Operating Agreements Planning Guide.

While Gwyn's projects were focused in BC, his publications have been used across Canada by local governments, non-profits, and developers involved in the provision of housing and shelter. His work and advocacy for planning and design of services to diverse vulnerable populations experiencing homelessness and other housing challenges has informed many projects.

43. Glenn Peter Tunnock

Perth, Ontario

June 16, 1949 – September 11, 2024 (75)



From His Obituary

On September 11th, 2024 in Perth, Ontario, Glenn Peter Tunnock at the age of 75.

He was surrounded by his loved ones during the last few days and received compassionate care at the Perth Hospital.

Glenn gained a love for the town of Perth after completing the town's Official Plan and spent the last 10 years living on Otty Lake (9 km south of Perth).

Glenn spent his early years in Etobicoke.

He was the son of the late (William) George Tunnock and Alice Savory Tunnock (Jefferies).

He will be sadly missed by his sister Shirlee Ann Tunnock (late Harry Kibuspa) who resides in St. Catharines, Ontario.

Glenn is survived by his partner Linda Cuthbertson, his son and daughter, Shane Tunnock (Janice Dashnay) of North Bay and Allison Tunnock (Adam Whelan) of Ottawa.

He raised his family in Orleans and North Bay with ex-wife Paulette DesJardin.

Allison's two sons, Easton (13) and Camden (11) Grenier, were his treasured grandsons.

He became a very special part of the lives of Linda's two daughters, Bronwyn Cuthbertson of Toronto and Jaimie Cuthbertson of Bondi Beach, Australia.

Education

In 1972, BES, Honours Urban and Regional Planning, University of Waterloo.

In 1983, MA Public Administration, Queen's University.

In 2009: MA History, Queen's.

Memberships

In 1979, he became a member of the Canadian Institute of Planners (CIP).

In 1995, he became a full member of the Ontario Professional Planners Institute.

For almost 10 years he was:

- on the Board of Directors for the Planning Student Trust Fund of the CIP, and
- the Chief Juror of the scholarship and bursary awards.

He created a CIP Climate Change Award through a generous personal donation.

Experience

Most of Glenn's working career was in Ontario:

- first for the Province, then
- venturing into the private sector eventually establishing Tunnock Consulting Limited.
- Glenn prepared Perth's Official Plan.

He worked for so many municipalities that there weren't too many places in the province that he couldn't share information about. Even in his retirement he still consulted and was working on different projects until his passing.

Glenn's concern for environmental issues such as shorelines, wetlands and climate change not only dictated his professional decisions but lead to involvement in organizations such as:

- Friends of the Tay Watershed,
- Climate Network Lanark, and
- Active Transportation Perth.

Helped Write the 1986 CIP Definition of Planning

On May 18, 2026: Dave Witty says that, in 1986, Glenn and he led the 1986 CIP National Council review of our CIP Bylaws and helped draft CIP's definition of Planning (with advice from Len Gertler).

His Passion for History

His passion for history lead to involvement with:

- The Friends of La Vase Portages in North Bay, doing presentations for the local Perth Historical Society, and
- groups that planned special events for Perth's 200th Anniversary.
- buying a period costume and assuming the role of one of Perth's significant historical figures, William Morris on several occasions.

Glenn was a true Boy Scout at heart.

He made lifetime friends through Scouting and the Rover group he led. He was always teaching his grandsons about being prepared and safety precautions when canoeing, kayaking or boating.

Biking, Birds, Books, Grand Piano

Even at 75 he was very active and would often ride his bicycle 30- 50 kilometres to start his day.

He loved the outdoors and cherished his moments living on Otty Lake and sharing lake life with his loved ones. Every morning, he would fill the bird feeders and enjoy sitting at his window watching them, unless he had his nose in a history book or was playing his grand piano.

Travelled

Glenn was an avid traveller. He and Linda did several trips, but two amazing trips were one around the World and another in South America.

Leadership

Glenn assumed many leadership roles at St. Paul's United Church, in Perth and valued the caring support and friendship of his church family.

Friends and family may pay their respects at the church altar prior to and following the service.

His funeral will be held at St. Paul's United Church, 25 Gore St. W., Perth on Friday September 20th, 2024 at 11:00 A.M. Everyone is invited to a reception at the church following the service. The interment will be at 3:30 P.M. that afternoon at the Rideau Ferry Cemetery.

Donations:

In honour of Glenn, donations to: Friends of the Tay Watershed, Perth and District Community Foundation, or the CIP Climate Change Award, organizations which he was involved with or other organizations of your choice that honour his values would be appreciated.

44. Kenneth John Whiteford:

Possible Contact:

- 21 Gardiner Place,
- Woodstock, Ontario N4S 8J1
- Phone: 1 (519) 539.5234 ?



Education

- 1971 - BES Urban & Regional Planning, Faculty of Environmental Studies, University of Waterloo
- 1974 - MA Arts in Rural Planning and Development from the University of Guelph
- Former Member of the Canadian Institute of Planners and Ontario Association of Planners.

Experience

- Community planner in Oxford, Perth and Grey Counties.
- 13 Years as the Chief Administrative Officer/Clerk at the County of Oxford.
- His community involvement has included serving as:
 - 2024: YMCA of Southwestern Ontario Board member.
 - 2019 - 2024 Provincial Appointee to the Woodstock Police Service Board:
 - 2023 - 2026: Chair
 - 2019 - 2023: Director, Zone 4
 - Chair of Woodstock Hospital Board of Trustees
 - Vice-Chair of Community Futures Oxford
 - Woodstock Public Library Board
 - Southwest Ontario Tourism Corporation
 - Oxford Community Foundation
- June 1, 2021:
 - Ken Whiteford, Chair, Woodstock Library Board announces that the Library Board:
 - has eliminated the overdue fines policy on all library materials, and
 - all outstanding overdue library fines will also be wiped clean.
- Since 1993, Ken has lived in Woodstock with his wife and is fortunate to have grandchildren close by in Kitchener.

45. David (Dave) Witty

1405 - 154 Promenade Drive,
 Nanaimo BC V9R 6Y3;
 Phone: 250 618-9194
 Email: wittydavid4@gmail.com
 1997: a CIP Fellow

Education:

I'm part of the 1968 class.

1969: BA Honours Geography, University of Waterloo

- I was working and completed my Honours Thesis late.
- I had choice of Geography or Planning but chose Geography because I thought I would likely do a Masters in Planning in the future.

May 24, 1973: MA Regional Planning and Resource Development, University of Waterloo

- In 1970, started it. The Manitoba Government paid me to do my Masters at Waterloo.
- I completed my MA in Manitoba, as I returned to work there and completed my thesis.

MA Thesis Topic:

- It explored a new methodology for examining wilderness park designation on the east side of Lake Winnipeg, including some sophisticated economic modelling.
- Results:
 - Atikaki Provincial Park and World Heritage Site.
 - (Atikaki in Ojibwe means "*country of the caribou*" TC).
 - My work recommended the designation of my study area, as a possible National or Provincial wilderness park.
 - I was a Park Planner for Manitoba, so this was a real case study that resulted in a park.
 - As a result, the Manitoba government designated the area I studied as a large wilderness park: the Atikaki Provincial Park (4,000 sq km: 250 km NE of Winnipeg)
 - Now, its a Class II Protected Area under the International Union for the Conservation of Nature.
- The Bloodvein River: Atikaki is also home to the Bloodvein River
 - In 1987, it was designated the 1st Canadian Heritage River (CHR) in Canada.
- Developed Canada's Canadian Heritage River (CHR) Designation Methodology

Our consulting firm Hilderman Witty:

- developed the Canadian Heritage River designation methodology,
- led the testing of it, and
- ultimately achieved the designation of the Bloodvein River, as the first CHR in Canada.

Ph.D. While at UBC, David completed a Ph.D.

- Dissertation entitled: Identifying a More Appropriate Role for the Canadian Planning Profession.
- As a result of that work, he wrote a Professional Practice Manual that was published by CIP and has been sold widely across Canada with over several thousand in print.



On May 18, 2026, Dave Witty Answers the 12 Questions

Introductory Comments

David Witty PhD RPP FCIP MRAIC

Great to see so many faces (a little older 😊) that brought back memories.

Really happy to be able to catch up with many people I have not seen for many, many years!!

There is some significant history here with a lot of incredible contributions to our communities and country!

Congrats on a great document that conveys a good sense of our lives at Waterloo with some good humour included! Thanks for investing so much time. Dave,

My journey at Waterloo is an interesting one.

Like many, my family was not well off (my dad died when I was 11: he was a factory worker like so many and did not have life insurance, so things were tight).

So, one day my high school history teacher asked me what I was going to do after HS.

I replied I had no idea. I was a pretty good student, so he told me I should go to university.

I told him no one in my family had ever gone to university, but it seemed like a good idea.

The next week he drove me from Guelph to Waterloo and registered me! And that was that!

I commuted the first two years to keep costs down, but, after working in summer construction jobs, lived with a couple of other guys from WLU in 3rd and 4th year.

First Job:

My first job was in Manitoba and when I returned to the Grad programme, I was married with a son.

Fortunately, the Manitoba government paid my tuition plus \$500 per month.

I never did attend either (Waterloo) graduation ceremony. Too far from Winnipeg.

Waterloo's 1st Bookstore Sit-in:

We have been blessed to have attended such a progressive university, although at the time I was involved in student government and attended the infamous Bookstore Sit-in and President's Office sit-in followed by a march downtown. Those were crazy days!

Date: November 18, 1966: (Terry added the following).

What: Waterloo's 1st Bookstore Sit-in: about 75 students held Waterloo's first-ever sit-in.

The Issue: The Bookstore was to be a non-profit operation, but in 1965, it made a profit of \$67,000.

The Protesters' Demands: A 15% reduction in book prices and a bigger role in supervising it.

What Happened? They got: a new price structure at the Bookstore, by which textbooks would be heavily discounted and other items sold at standard retail prices.



(Source: "Water Under The Bridge": Waterloo: 1998)

Waterloo's Planning Programme

But the planning programme was successful in my view because so many profs had been in practice. There was some solid 'real world' stuff that we were exposed to.

Later, I followed that example when I taught part time.

The Len Gertler Fund

Dave led a fund raiser, to create a Len Gertler Fund for planning students at Waterloo in recognition of Len's contributions. We had a good response but the fund could always grow and that would be mean more money for students.

Can you mention this in your work on this project?

Funds could directed to University of Waterloo Advancement Office: 1-800-408-8715.

They should mention the Len Gertler Fund.

Created the Len Gertler Scholarship Fund

- Award type: Entrance scholarship
- Award description: One scholarship, valued at up to \$2,500, is awarded annually to an outstanding student entering first year of Planning.
- The Fund is made possible through the efforts of a dedicated group of Planners in appreciation of Len Gertler's contribution to the School of Planning, to the education he provided, and to Canadian planning.
- Value: up to \$2,500
- Eligibility & selection criteria: Academic performance
- Program: Environment - Planning
- Citizenship: Canadian/Permanent resident
- Application required?: No
- Contact: Student Awards & Financial Aid: Email safainfo@uwaterloo.ca
- Donations: Should be directed to the University of Waterloo Advancement Office.
- Telephone: 1-800-408-8715.
- Donators should mention the Len Gertler Fund.

Hobbies and Volunteer Activities

- Enjoying travelling to foreign countries,
- Downhill skiing, wilderness canoeing, hiking, cycling, golfing,
- Have volunteered extensively where I have lived:
- Currently Director Nanaimo Community Foundation, member of Rotary, Chair, Housing Nanaimo Working Group to advance affordable housing.

What is your definition of "Community Planning"?

Origin of CIP's Definition of "Community Planning"

In 1986, Glen Tonnock and I led the 1986 CIP National Council review of our CIP Bylaws and helped draft the definition you quoted (with advice from Len Gertler), then it is fair to say that my definition would look something like the one we helped draft! 😊

But I would modify today to: "Planning is the scientific, aesthetic, and orderly disposition of land, resources, facilities, and services with a view to achieving a high quality of life for urban and rural communities by securing sustainable physical, economic, and social well-being through a comprehensive and community-based process involving a broad cross-section of community interests while addressing a cross-section of needs". A bit long! But covers the essentials.

Experience:

I have had a varied career. Where did all this time go?? It has always had a mix of practice and educator. In order from current to start of my career:

2018 - present: Senior Fellow Urban Design, Master of Community Planning Program, Vancouver Island University

2015 - 2018: Professor, Master of Community Planning Program, Vancouver Island University

2010 - 2018 Provost and Vice-President (Academic), Vancouver Island University

2001 - 2009 Dean, Faculty of Architecture, University of Manitoba

2000 - 2002 Lecturer in Urban Design, City Program, Simon Fraser University-

1995 - 2001 Principal and Director, Urban Systems Ltd., Vancouver

1991 - 1995 President, Witty Planning Consultants Ltd., Bowen Island BC

1992 - 1999 Coordinator and Lecturer, Certificate in Site Planning, School of Community and Regional Planning, UBC

1992 - 1995 Acting Director, Continuing Professional Programs, School of Community and Regional Planning, UBC
 1976 - 1991 Principal & Senior Planner, Hilderman Witty Crosby Hanna & Associates, Winnipeg / Saskatoon
 1979 - 1988 Assistant Professor (p/t), Department of Landscape Architecture, Faculty of Graduate Studies, University of Manitoba
 1976 - 1979 Lecturer, Department of City Planning, University of Manitoba
 1973 -1979 Lecturer, Department of Recreation, University of Winnipeg
 1974 - 1976 Chief, Planning Division, Prairie Region (Manitoba, Saskatchewan, Northern Alberta, NWT, Yukon), Parks Canada
 1972 -1974 Associate, Garry Hilderman and Associates
 1970 - 1972 Senior Park Planner, Province of Manitoba

Wins and Successes

This is a tough question because whatever success I have had has involved others who made the contributions possible or who were part of the contributions. But here are a few:

- Atikaki Wilderness Provincial Park, Manitoba: the designation of Atikaki Wilderness Provincial Park (4,000 sq km) and its international recognition which protects woodland caribou and pictographs,
- Grassland National Park, Saskatchewan: prepared the MOU for the establishment of Grasslands National Park that ultimately formed the basis for the Canada/Saskatchewan agreement to establish the Grasslands National Park
- Manitoba Northern Flood Committee: my 15 years of work with the Manitoba Northern Flood Committee and its five member First Nations who trusted me to advise them on northern hydro flooding issues and corresponding mitigation and remediation work, including being their go-to community planner
- Assiniboine and Red River Tourism and Recreation Study': Winnipeg, Manitoba: completed the Study' that formed the basis for the City of Winnipeg Forks Development (this included a CSLA National Award for our firm's work on the Forks),
- Founding Chair, National Steering Committee, Healthy Communities Project: it sparked the creation of the Canadian Healthy Communities movement,
- Adviser of the Wabaseemoong Independent Nations: Northwestern Ontario: for 15 years advised the Nations located on the Winnipeg River in their struggle to receive compensation for flooding, displacement and mercury contamination:
 - I got to sit across from Maurice Strong who was then head of Ontario Hydro to negotiate a final compensation package,
 - He came to the community of Whitedog to apologise to the First Nation and sign an agreement related to compensation.
- Official Community Plans (OCP): completed a large number of Official Community Plans, Community Plans and urban design projects that were fully supported and adopted;
 - including the 1st OCP for Tofino: It was completed during considerable community contentious and fractional conversations about development and conservation.
 - Tofino was named in 1792, by Spanish explorers who christened a nearby geographical feature, "Tofino Inlet," in honor of the renowned Spanish Admiral Vicente Tofiño de San Miguel who was a mariner, cartographer, astronomer and hydrographer.
- National Capital Commission's Advisory Committee on Realty, Planning and Design: sat on the Committee for 12 years and got to influence the planning and design of our national capital
- Appointed to three Federal Environmental Review Panels
- Assisted in the Canadian efforts to plan Abu Dhabi (as noted in the new book: Planning the Future of Abu Dhabi: A Canadian-Emirati Collaboration for Sustainable Urbanism): Edited by Larry Beasley and Michael White: April 15, 2026.
- Over 100 Design Charrettes: used them to bring urban design to communities and promote deeper community involvement in too often what is seen to be an intimidating idea
- Design Charette for the District of Langford, BC, Downtown Redevelopment Plan which formed the basis for the development of a downtown where there had only been a strip mall (Literally creating a downtown from scratch)

- Helped retain the UNESCO Mount Arrowsmith Biosphere Region on Vancouver Island:
 - UNESCO was about to pull the designation
 - As Provost at Vancouver Island University, I worked with the Mayor Parksville to convince UNESCO, to reaffirm the biosphere designation.
 - It has since become a UNESCO favourite.
- Homelessness: Currently volunteering to address homelessness by focusing on keeping people housed.

What would you do differently?

I would promote:

- the importance of integrating design into planning earlier in my career, and
- community visual literacy as a key part of community dialogue.

What should the Waterloo planning professors teach / do better?

I do not have enough information on the programme, but I do know most planning schools could do a better job of integrating design into planning programmes.

What advice would you give planning students and those who want to be planners?

In 2020, at the Planning Institute of British Columbia's (PIBC), World Town Planning Day and the same day that I became a Life Member in PIBC, I offered the following advice:

1. Be open to the possibilities: there will be opportunities that emerge in practice and in the profession. My instinct was to say 'yes' and in doing so, my career involved a wide variety of incredible projects, volunteering, experiences and cultures.
2. Begin at the beginning and never assume anything: I have tried to always begin each new 'adventure' with those two considerations.
3. Never stop learning: from clients, peers, communities.
4. Constantly challenge yourself: Much of my enjoyment of our profession relates to my move between areas of practice and push to learn more - from park planning to community planning, to First Nation negotiations, to urban design.
5. Each project is an important project: I had the privilege of calling one of Canada's most prominent landscape architects, Garry Hilderman, my professional partner and friend. Garry taught me to always approach each project, no matter its scale, as the most important project I had ever worked on.
6. Observe, observe, and observe; read, read, read some more; and listen carefully (I call it the art of listening).
7. Never stop asking questions.
8. Remain professional and retain objectivity: honour the importance of being respectful and accountable for words and actions of yourself and others.
9. Recognise that theory informs practice and but more importantly practice informs theory.
 - Our profession is rich in theories, but our reality is that our practice must inform theory.
 - At the end of the day, I am a practitioner first.
10. Give back by being active in our profession and your communities.

How can the community planning profession be improved?

- By staying open to change,
- By recognising that planners need to advocate for change and that change is inevitable, so it is better to be advocates for it rather than appearing to resist it.

David R. Witty – FCIP1997 (CIP)

Dave has combined academia and practice much of his career.

He has volunteered extensively where he has lived (Bowen Island, Nanaimo, Winnipeg)

Believes that 'giving back' is a key attribute for professionals who have been blessed with the opportunity to help shape communities and, through that, community quality of life.

Since the early '70s, Dave has practiced across Western Canada, from the Lakehead to the west coast of Vancouver Island and into the high Arctic.

He has completed assignments as:

- a Senior Planner with the Province of Manitoba,
- Chief Planner, Parks Canada: Prairie Region (including the Yukon and Northwest Territories),
- Principal Hilderman Witty Crosby Hanna and Associates (HWCH), an award-winning Winnipeg and Saskatoon firm of landscape architects and planners,
- Principal and Director Urban Systems Ltd., a multi-disciplinary firm in Alberta and BC.

In Winnipeg, while with HWCH, Dave taught professional practice and regional studios in the landscape architecture program at the University of Manitoba.

He has advised large and small cities, rural communities and First Nations in areas of urban design, community planning and resource impact assessment.

Beginning in his teen years on Manitoulin Island, his life-long work with Indigenous Peoples informed his world view and influenced his approach to community planning and resource impact assessment. That work included several major hydro-development negotiations and settlements with and on behalf of the Pimicikamak People and Wabaseemoong Independent Nations, including sitting across the table from Maurice Strong, Chair of Ontario Hydro.

- The Pimicikamak (otter people) Cree Nation is located in northern Manitoba along the Nelson River, 500 km north of Winnipeg
- Wabaseemoong (whitedog) Independent Nations is an Ojibway First Nation located approximately 120 kilometers northwest of Kenora, Ontario.

Since the early '80s, he has been a proponent for the use of charrettes to help communities shape their future and, over the course of his career, has led over 100 charrettes in remote First Nations to large urban centres.

Between 2008-11, he assisted the Abu Dhabi Urban Planning Council by conducting urbanism courses and urban design workshops for Emirati professionals.

During the early 1990s, when he took a sabbatical to complete his doctorate, Dave was Acting Director, Continuing Professional Programs and Co-ordinator of the Certificate in Site Planning at the School of Community and Regional Planning, UBC.

In the late '90s, he helped to develop and taught in the award-winning Certificate in Urban Design at Simon Fraser University.

2001 – 2009: He was Dean of the Faculty of Architecture, University of Manitoba.

At the time, the Faculty was the largest design and planning Faculty (architecture, city planning, environmental design, interior design and landscape architecture) in Canada.

While Dean, he taught in the Environmental Design Program and interdisciplinary graduate design studios held in northern Manitoba First Nations.

2010 - 2018: Dave served as Senior Vice-President (Provost and Vice-President [Academic]) at Vancouver Island University located in Nanaimo and helped develop and taught design studios in the Master of Community Planning.

Dave:

- has been appointed to three Canadian Environmental Assessment Review Panels,
- chaired the Winnipeg Heritage Advisory Committee and helped develop the Area's Design Guidelines, one of the first of their kind in Canada.
- served as a member of the International Advisory Board, Centre for African Settlement Studies and Development, and
- was a Founding Director of Smart Growth BC.

He:

- for 12 years, was on the Advisory Committee for Planning, Design and Realty, National Capital Commission, Ottawa,
- was founding chair of the City of Winnipeg's Urban Design Advisory Committee,
- is a founding member of the Council for Canadian Urbanism,
- in 2010, was appointed an Honorary Member to the Council for Canadian Urbanism,

- has juried several national and international urban design awards,
- is a former Chair of the Manitoba Professional Planners Institute (formerly MACIP),
- 1988/89: President of the Canadian Institute of Planners, and
- 1988/91: the founding Chair of the Canadian Healthy Communities Project.

He served the PIBC, as Chair, Membership Committee.

In 1997, he was elected a Fellow of CIP.

He subsequently served as the Founding Chair, College of Fellows.

As part of the Future FORWARD Task Force, he received the President's Award, "in recognition of an outstanding lifetime contribution to professional planning in Canada."

In 2019, Dave was awarded Life Member of PIBC.

Dave is a Life Member of the Royal Architectural Institute of Canada and he has been active in the Mid-Vancouver Island Chapter of RAIC.

Throughout his career, Dave has been *committed to the notion that theory informs practice and practice informs theory*.

To that end, he has written numerous planning articles and delivered papers at national and international conferences.

In 2001, he authored CIP's Professional Practice Manual.

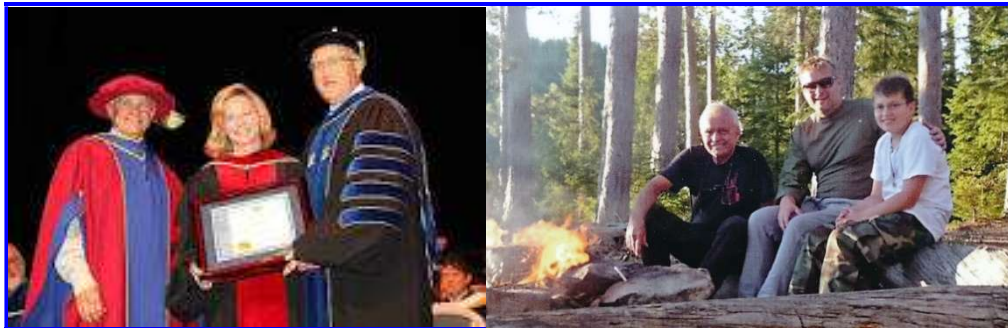
He is the recipient of several awards, including the Canadian Society of Landscape Architects National Honour and a Regional Merit Award (as part of HWCH).

On behalf of CIP, Dave was the 2010 Elite Visiting Scholar, Hong Kong Baptist University.

In 2009, he received the Manitoba SE Tribal Council Recognition of Service to First Nations,

In 2019, he was appointed Senior Fellow, Urban Design, Master of Community Planning, Vancouver Island University where he provides guest lectures, leads his yearly best practice tour, and supervises and mentors graduate planning students.





Developed the award-winning Certificate in Urban Design at Simon Fraser University.
He taught Environmental Design in northern Manitoba First Nations.

2010 - 2018: served as Senior Vice-President (Provost and Vice-President [Academic]) at Vancouver Island University in Nanaimo

Chaired the Winnipeg Heritage Advisory Committee and helped develop its Area's Design Guidelines, one of the first of their kind in Canada.
A Founding Director of Smart Growth BC.

Dave:

- was founding chair of the City of Winnipeg's Urban Design Advisory Committee,
- is a founding member of the Council for Canadian Urbanism,
- in 2010, was appointed an Honorary Member to the Council for Canadian Urbanism,
- Juried several national and international urban design awards,
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He served the Planning Institute of British Columbia (PIBC) as Chair, Membership Committee. He subsequently served as the Founding Chair, College of Fellows. As part of the Future FORWARD Task Force, he received the President's Award, "in recognition of an outstanding lifetime contribution to professional planning in Canada." In 2019, Dave was awarded Life Member of PIBC. Dave is a Life Member of the Royal Architectural Institute of Canada and he has been active in the Mid-Vancouver Island Chapter of RAIC. Throughout his career, Dave has been *committed to the notion that theory informs practice and practice informs theory*. To that end, he has written numerous planning articles and delivered papers at national and international conferences. In 2001, he authored CIP's Professional Practice Manual. He is the recipient of several awards, including the Canadian Society of Landscape Architects National Honour and a Regional Merit Award (as part of HWCH). On behalf of CIP, Dave was the 2010 Elite Visiting Scholar, Hong Kong Baptist University. In 2009, he received the Manitoba SE Tribal Council Recognition of Service to First Nations, In 2019, he was appointed Senior Fellow, Urban Design, Master of Community Planning, Vancouver Island University where he provides guest lectures, leads his yearly best practice tour, and supervises and mentors graduate planning students.

46. John Christopher Wolfenberg

Note: Two J.C. Wolfenbergs graduated in planning at Waterloo:

1. 3rd Planning Class (1966 - 1970): John Carl Wolfenberg: a BES, Hon: Urban & Regional Planning
2. 4th Planning Class (1967 - 1971): John Christopher Wolfenberg a BES, Hon: Urban & Reg. Plan.

Born August 5, 1947

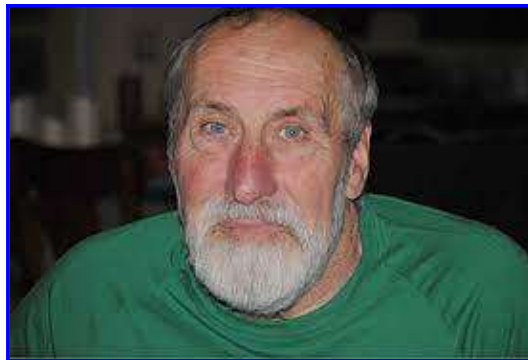
Died September 22, 2019 (age 72)

Education:

- May 27, 1971: BES: Hon: Urban & Regional Planning
- While at University, Terry Crowe went on a car rally with him around Waterloo.

Experience:

- 1981: John and his wife Cheryl were already in Regina when Terry Crowe got there.
- They had several children and the one with Downs Syndrome who died.
- In the 1980s, John worked for Sask Urban Affairs, Regina
- Then, Terry Crowe worked for Sask Rural Affairs, Regina.
- Note: Before 1981, the Sask Department of Municipal Affairs was split into Sask Urban Affairs and Sask Rural Affairs because the 299 Rural Municipalities (RMs) complained that the urbans were getting all the attention.
- Later, he became the Director of Sask Urban Affairs, Regina.
- He also sat on the Sask. Provincial Planning Appeals Board.



- Retired from the Sask. Urban Affairs, Regina, Saskatchewan
- In January 2006, he established John Wolfenberg, Professional Community Planning Services Ltd., and worked on many projects including:
 - in 2001, for the RM of Sherwood No. 159 around Regina, he prepared a new District Development Plan and Zoning Bylaw,
 - for the City of Yorkton, he helped with their Downtown & West Broadway Corridor Redevelopment Plan, which included rezoning commercial areas to support mixed-use "Live-Work" developments,
 - In 2006, for the RM of Dufferin No. 190 north of Moose Jaw, he prepared a Development Plan Bylaw, to guide rural and urban council agreements on land separation,
 - For the Town of Radville, he prepared the Radville Zoning Bylaw, which established districts such as Environmentally Sensitive Overlay Districts.
- In 2011, John moved back to Ontario.
- In October 2018, he ran for Town Council at Kearny (1 hour south of North Bay): didn't get in

47. Ken Zahara

Contact: - ?

Past member: RPP, MCIP.

Education:

- University of Waterloo – United and St. Paul's University College
- Graduated: 2 pm Thursday, May 27, 1971: BES, Urban & Regional Planning

Experience:

- 30 years of versatile planning experience
- Sept 2015 to 2025 (10 yrs 5 mo) Zahara and Associates. Edmonton, Alberta,
- 1982 - Aug 2013 (31 yrs 6 mos) Senior Planner, Sustainable Development, Edmonton
 - Key areas of planning expertise:
 - Municipal Development Plans (MDPs),
 - Area Redevelopment Plans (ARPs),
 - Neighbourhood Structure Plans (NSPs),
 - Rezoning & subdivision planning, regional plans,
 - Business Improvement Areas (BIAs),
 - Managed the City's Business Revitalization & the Heritage Conservation Programs.
 - Managed three major grant programs with an annual grant funding of \$3,000,000.
- 1991 - 2010 (19 yrs) Senior Planner, Planning and Development Department, City of Edmonton:
 - 1991: McCauley Area Plan,
 - 2008: 124 Street and Area Revitalization Business,
 - 2010: McCauley Revitalization Zone.
- Some did consulting work.
- 1976 - 1979 (3yrs) Chief City Planner, City of Charlottetown:
 - Prepared the first General Municipal Development Plan for the Capital City of PEI.
 - Prepared a new Zoning Bylaw for the City of Charlottetown.
 - Provided planning and development advice to the Planning Advisory Board & Council
- Awards:
 - Introduction:

Over the years I have won a number of top national and international awards in recognition of my work in urban and regional planning. One of the important measures of a Manager's success is the top planning awards that he/she has won, with the assistance of their staff. This is one of the areas that I have excelled at, bringing both my employer and me many accolades. This reflects my pride and passion for my work, and my desire to be recognized as one of the top people in my field. Winning awards establishes credibility, and it is an important benchmark to judge one's capabilities and competence. It tells everyone that your work excelled before a jury of experts, and it assures the employer and clients that the work we do is excellent.

- Specifics:
 1. September 2009: Prince of Wales Prize Awarded by the Heritage Canada Foundation:
 - For outstanding stewardship of built heritage in Edmonton,
 2. January 2009: Award of Distinction: Issued by International Downtown Association:
 - In recognition of outstanding achievement for the Edmonton Business Revitalization Zones Handbook: aka "The Business Improvement Areas Handbook".
 3. October 2008: Award of Merit, by the Alberta Association CIP:
 - Associated with City of Edmonton
 - Provincial award for the preparation of the Business Revitalization Zones Handbook.
 4. April 1995: Grand Prize, Eric W. Thrift Award for Planning Excellence, Edmonton: by CIP:
 - For the Boyle Street / McCauley Area Redevelopment Plan.
- April 22, 2015 below:



- Ken Zahara, (left) Janie Zahara, Lisa Van Osch, Elise Hetu are part of a group of dog owners who want a fence around the Grand Trunk Off-Leash Dog Park: B. Edwards / Edmonton Journal
- Edmonton officials have decided the City should pay for 331 trees and shrubs for the Grand Trunk dog park, but not the fence that dog owners want.
- "We're disappointed," said Ken Zahara, Chair of the Grand Trunk Dog Park Committee, which has been tracking deaths and injuries. This is a very dangerous park for an off-leash dog park.



From left to right: Sujatha Fernando, Ken Zahara and Janie Zahara are part of the group which has been advocating for a fence around the Lauderdale dog park. (Ken Zahara)

PART 16 - 10 Things AI Suggests Might Be Important in Community Planning to 2050

AI suggests that the following 10 critical things might be important in Community Planning to 2050:

Canada's Population:

- Now - say 41.0 Million
- In 2050 - say 50 Million.

Fact: By 2050, over 90% of Canadians will live in urban areas.

Drivers: Planning will involve advising on:

- adapting to rapid population growth,
- climate change and extreme weather, and
- a changing economy.]

The 10 critical things shaping the future of Canadian Community Planning appear to include:

1. **Public Participation**
Public Participation must continue to be required as it is essential, to reflect community, taxpayer and democratic needs.
2. **Net-Zero Emissions & Energy Transition**
 - Communities must eliminate GHG emissions to align with Canada's net-zero targets.
 - This requires:
 - transitioning to renewable energy grids,
 - building net-zero structures, and
 - shifting away from carbon-heavy designs.
3. **Climate Resilience & Adaptation**
 - Planners must design for climate-informed extremes like floods, extreme heat, and wildfires.
 - This requires nature-based solutions, such as:
 - increasing the tree canopy to reduce urban heat, and
 - managing watersheds.
4. **Transit-Oriented "15-Minute Cities"**
 - In many places (e.g., Plan Montréal 2050), municipalities are deprioritizing private cars.
 - The future will rely on high-density transit nodes where residents can access daily needs, jobs, and green spaces within a short walk or bike ride.
5. **Inclusive & Diverse Housing Affordability**
 - The Canadian housing crisis requires moving away from traditional single-family zoning.
 - Planners must integrate dense, missing-middle housing and dedicated non-market affordable units, to address core housing needs and chronic homelessness.
6. **Truth and Reconciliation with Indigenous Peoples**
 - Planning policy must fully integrate Indigenous rights, knowledge and collaborative governance.
 - Future policies will co-ordinate Indigenous lands and knowledge with non-Indigenous land use and infrastructure.
7. **Active & Multi-Modal Mobility**
 - There will be a drastic increase in the mode share of public transit, cycling, and pedestrian networks.
 - It will be essential to expand mobility options (e.g., regional tramways, separated cycle tracks, and micromobility: scooters, bikes).

8. Smart & Connected Communities
 - Using AI, automated transit, and real-time data monitoring will optimize resource management.
 - However, planners must balance this with strict data privacy and digital equity for all residents.
9. Circular Economies & Waste Reduction
 - Community designs will promote local food systems, local supply chains and circular resource models.
 - This means integrating commercial and industrial land uses, to support localized economic development and waste upcycling.
10. Universal Accessibility & Aging Populations
 - With Canada's aging demographic, urban environments must be barrier-free.
 - Planners will emphasize universal design, accessible public spaces, and supportive living networks to ensure aging Canadians can live safely and independently.
11. Anticipatory Governance & Scenario Planning
 - Planners can no longer rely on static growth projections.
 - They must use strategic foresight and scenario planning to adapt to rapid demographic shifts and sudden environmental changes.

Many Canadian municipalities are already embedding these priorities into their long-range visions. You can review examples by looking at:

- the official [Burnaby 2050 Official Community Plan](#), or
- the [Metro 2050 Plan](#) for the Metro Vancouver region.

]

PART 17 - Some Waterloo Professors

1. Dr. Helen Abell, BA (HSc), MSc, PhD (88)

Born: Medicine Hat: January 28th, 1917

Died: April 2nd, 2005

A Dr. Abell Quote: "*A professional is always on time*": Grad Doug Koch remembers.



2005: Globe and Mail: Obituary

DR. HELEN C. ABELL, PHD

Helen Caroline Abell died on Saturday, April 2nd, 2005, at the Markham Stouffville Hospital.

Born in Medicine Hat, Alberta on January 28th, 1917, she spent most of her growing up years in Toronto. She began her lifelong interest in rural people, agriculture and nutrition as a young person at the family cottage near Kingston, Ontario.

One of Canada's first rural sociologists; she graduated from MacDonald Institute (OAC) in 1938 and went on to study at University of Toronto and Cornell University (NY), receiving her PHD in Rural Sociology in 1951.

At Cornell she was one of the first women graduates from the doctoral program.

She served, along with four of her brothers, in World War II when she was a member of the Canadian Women's Army Corp. (1942-45). Her career was a combination of research assignments for CIDA, FAO and UNESCO and other interests, in rural parts of Jamaica, Nigeria, Columbia, Transki (South Africa), Bangladesh, Sri Lanka, Indonesia, Ghana and Pakistan.

From 1951 to 1961, she was the Head of the Rural Sociology Research Unit, Canada Department of Agriculture.

The other part of her career in Canada was teaching at the graduate level of various universities:

University of Guelph, University of Waterloo and University of Saskatchewan.

Her original work and papers are housed in the Dr. Helen C. Abell Archives at the University of Guelph. The University recognized her contributions in 1997 with the conferring of an honorary doctor of laws degree.

Helen's interest in people, the outdoors, world events and her 'story telling' ability were her signature. A strong woman, she loved her work and the opportunity to understand and promote the experience of rural people at an important time of change for Canada and in other parts of the world.

Helen was predeceased by her parents and five brothers. She is survived by her brother, Robert (Annie) of Florida. Special aunt and friend to Helen Anne Abell (Richard Neary) of Kingston, Ontario and remembered by nieces and nephews in Canada and the US: Tom of Chicago; Mary Ellen (Fred) of Florida; Sara Lynn (Craig) of Oregon; Susan of Port Hope, Ontario; Marion (John) of Kingston, Ontario; Richard (Rosemary) of Cornwall, Ontario; John of Rhode Island; Jim of California, and their families.

Special thanks to the caring staff of the Buckingham Manor, Stouffville, where Helen lived for the last three years. At Helen's request, cremation has taken place. A memorial service in recognition of her life will be arranged to take place at a later date. Donations in her memory may be made to the Salvation Army or another charity. Arrangements entrusted to O'Neill Funeral Home, 6324 Main Street, Stouffville, Ontario (905) 642-2855. Messages of condolence for the family, please send to www.oneill-funeral.ca. To plant trees in memory, please visit the Sympathy Store.

1970's: Faculty playing dress up: Dr. Gordon Nelson, Peter Brother, and Dr. Peter Nash



2. Cameron Kitchen

Education:

October 24, 1969: MA: Regional Planning and Resource Development



Cam Kitchen UW Library Steps 1969

Experience

- Now Retired
- 1969 – 2000: worked in the Geography or Planning Department at Waterloo
- September 1969 – To June 2015 – 45 years 20 month
- Cameron Kitchen Consultant at Ecoplans Ltd.
- Worked with Dr. Bob Dorney at Ecoplans.
- Vaughan, Ontario, Canada

3. Cam's Wife - Suzanne Kitchen Obituary (82)



- Passed away on Thursday, October 6, 2022, at St. Mary's Hospital in Kitchener at the age of 82.
- Beloved wife of Cam for 46 years.
- Dear sister of Bill (Sylvia).
- Loving aunt of Christine and Jeff Moores and their children, Jillian, and Audrey.
- Predeceased by parents, William J. & Phyllis (nee Campbell) brothers, John, and David (Doris) and nephew, Marc David.
- Suzanne's family will receive relatives and friends from 5-8 p.m. at the Henry Walser Funeral Home, 507 Frederick Street, Kitchener, 519-749-8467, on Thursday, October 13, 2022.
- As expressions of sympathy, donations to Doctors without Borders, the Food Bank of Waterloo Region or a charity of your choice would be appreciated by the family (cards available at the funeral home). Visit - www.henrywalser.com for Suzanne's memorial.

4. Professor Leonard GERTLER (82)

Born 1923 in Montreal

Died: Friday December 9, 2005 (82) in his sleep after a determined fight with cancer and pneumonia.

Len led a remarkable life full of love and accomplishment.

Len was perhaps best known as:

- one of the founders of urban planning in Canada, including the School of Urban and Regional Planning at the University of Waterloo; and
- as the author of a study of the Niagara Escarpment, which opened the way for its protection under the Niagara Escarpment Act, and, in 1990 its designation by UNESCO as a World Biosphere Reserve.

He is an inspiration to his family: his sons Denis (Maryjean), Meric (Joanna), Kim (Catherine), and Neil; his daughter Jasmin; and his grandchildren Evan, Willa, Isabel and Miles.

We take comfort that he has rejoined his beloved Anita, but we miss him terribly.

A celebration of Len's life and work will be held early in the New Year.

Donations to The Len Gertler Scholarship, Faculty of Environmental Studies, University of Waterloo, are gratefully accepted.

Len Gertler CIP Fellow Summary

- Len was a planner, administrator, author, and university professor, whose areas of study include planning, and public policy.
- Gertler was born in Montreal, Quebec
- Educated at Queen's University, McGill University, and the University of Toronto.
- Throughout his career he held a wide variety of positions:
- Director of the Edmonton District Planning Commission,
- Deputy Commissioner of Planning for the City of Toronto.
- In 1966, he became a professor at the University of Waterloo, establishing a new Urban and Regional Planning Program.
- He was also involved in establishing the University of Waterloo's Faculty of Environmental Studies and became the first Director of the School of Planning.
- 1968: He was the coordinator and author of the Niagara Escarpment Study
- 1985 saw the passage of the Niagara Escarpment Plan
- 1990, UNESCO named the escarpment a World Biosphere Reserve
- 1990 – 2001:
 - He was a member and Vice-Chair of the Ontario Environmental Assessment Board
 - His international work included assignments in Indonesia, Jamaica, India, Japan and Uzbekistan.

March 7, 2013: Waterloo: Daily Bulletin

Professor Gertler joined the university in September 1966 and was the founding director of Waterloo's school of planning.

He was hired at Waterloo in a time when Geography was still part of the Faculty of Arts, three years before the Faculty of Environmental Studies (today's Faculty of Environment) was created.

From 1966 to 1969 he was the head of the Planning program, and from 1969 to 1972 he served as director of the School of Urban and Regional Planning.

He also headed a major planning study, commissioned by the province of Ontario, that led to the establishment of the Niagara Escarpment Planning Commission and protection of this special landscape feature of southern Ontario.

From 1972 - 1974 he served in the new Ministry of State for Urban Affairs in Ottawa.

In 1990, he retired from the University.

In 2001, CIP named their CIP Award for Planning Excellence in his honour.

In 2005, he published *Radical Rumbings: Confessions of a Peripatetic Planner*, the first volume of his autobiography

In December 2005, he died at the age of 82. His son Meric has continued the family business, becoming an expert in planning and urban policy and has been a professor of geography at the University of Toronto for 30 years. (Source: March 7, 2013: Waterloo: Daily Bulletin)

5. Anita (Birnbaum) Gertler (75)

Born: November 20, 1929 in Bratislava, Czechoslovakia.

Died: Peacefully on Thursday, June 24, 2004.

Wife of Leonard, mother of Denis (Maryjean), Meric (Joanna), Kim (Catherine), and Neil.

Proud grandmother of Evan, Willa, Isabel and Miles.

Anita had a vital spirit that touched everyone who knew her.

She loved life, music, art, people and family. We will never forget her.

A service will be held in the chapel of the MORLEY BEDFORD FUNERAL HOME, 159 Eglinton Ave.

W. (2 stoplights west of Yonge Street) on Sunday, June 27, 2 p.m. Interment Mount Pleasant

Cemetery. A gathering for family and friends will be held afterward. In lieu of flowers, donations to the

Canadian Clay and Glass Gallery, 25 Caroline Street North, Waterloo, Ontario N2L 2Y5 would be

appreciated by the family.

6. Ralph Ray Krueger (1927-1999: 72)

Ralph Krueger, recipient of the Distinguished Teacher Award, 1985 Geography

Ralph has been teaching Geography at Waterloo for twenty-three years, but his life has been devoted to teaching for much longer than that. Ralph has taught:

- in the public school system of Ontario,
- as a teaching assistant at Western,
- as a lecturer in the United States, and
- at Waterloo Lutheran University, which subsequently became Wilfrid Laurier University, our sister institution down the street.

In honouring Ralph Krueger, we are recognizing a lifetime commitment to teaching.

Teaching takes many forms: there:

- are undergraduate lectures in the classroom,
- are graduate seminars, and there are correspondence courses for distant students,
- is the supervision of undergraduate student projects and the advising of graduate students engaged in thesis research,
- are class notes prepared and course handbooks developed, and textbooks written,
- is the teaching of teaching assistants, and helping fellow teachers to teach,
- are curriculum reviews and there are conferences of professional societies to develop education programs, and
- is the unceasing need for contact with students at all levels to communicate, to motivate, to criticize and to encourage - and

Ralph Krueger has been doing all these things for years and doing them superbly.

Professor Krueger is acclaimed by his colleagues.

The chairman of the Department of Geography puts it bluntly: "*Ralph Krueger is a dedicated teacher who has inspired his students with an interest in geography by his great teaching.*"

Describing his success as a teacher, another colleague refers to "*his enthusiasm for his subject matter that has been acquired through a fruitful and active research career.*"

The teaching resource officer of the University puts his finger on another of Ralph Krueger's great attributes as a teacher in these words: "*... a dedicated teacher who is concerned not simply with transmitting the subject matter of the discipline, but with the very process of education.*"

Ralph Krueger's students praise his teaching, but they don't stop there.

Their letters of support refer to his personal qualities, his enthusiasm, his high standards, and his concern for their welfare. Here are some excerpts from student letters:

- "He was (the) primary reason I stayed in the geography program" and in the same vein,
- "I feel he was one of the major influences that encouraged me to 'hang in there' and complete my year and ultimately ... an honours degree in geography."
- A graduate student said that she found: "... the high quality of Ralph Krueger's intellectual rigor and enthusiasm, and his research skills stimulating and enviable"; and a correspondence student who wrote at length about the importance to her of the advice and counselling she received from Ralph also included these words: "*Ironically, I don't even know the man's face.*"

The face and name are both widely known among geographers.

Ralph Krueger has received the recognition of his peers in many ways. His textbooks are used across Canada.

His colleagues in the Canadian Association of Geographers presented him with the "Award for Service to the Profession of Geography" in 1983.

In 1984 he received the Distinguished Teaching Service Award of the National Council of Geographic Education. The competition for these awards extends to all of North America.
(Source: 1985: University of Waterloo: Centre For Teaching Excellence)

Below: Dr. Paul Parker (middle) and Right: Dr. Ralph Krueger



7. **Dr. Robert Starbird Dorney (1928 – 1987: 59)**

1993: Higgs, E. S. 1993. A Life in Restoration: Robert Starbird Dorney 1928 -1987. Restoration and Management Notes 12: 144–147. Excerpt:

Although he died in 1987, Bob Dorney was very much a presence at the Society for Ecological Restoration Conference held at the University of Waterloo last summer.

The garden on the campus, which was named in his memory in 1988, was a setting for many informal conversations during the conference. A number of conferees also attended a groundbreaking ceremony for phase two of the Dorney Garden - a northern bog ecosystem.

The plenary session on urban ecological restoration, featuring Michael Hough (a landscape architect from Toronto), David Goode (an urban ecologist from London), and Cameron Kitchen (a former partner of Dorney's at Ecoplans consulting), was dedicated to Dorney's work.

Many of those participating in the conference had known Dorney and could speak excitedly about the man and his work. Bob Dorney died unexpectedly of a heart attack at the age of 59. His influence on the lives and work of people involved in ecological restoration and environmental management was, and remains, remarkable.

Three main areas of Dorney's work are of interest to ecological restorationists:

1. his work on what he termed "mini ecosystems,"
2. regional revegetation, and
3. urban ecological restoration.

Dorney trained at the University of Wisconsin from the mid-1940s, beginning in veterinary science but later shifting to wildlife biology. He completed his dissertation on the ecology of ruffed grouse in 1957, after spending nearly ten years in the field.

He belonged to a generation of field biologists who were always more comfortable rambling out-of-doors than sitting in an office.

Accounts of Dorney from that point onward are punctuated by descriptions of his proclivity for creating pockets of ecological diversity. Charlie Schweger, now a professor of anthropology at the University of Alberta, remembers hauling plant material for an ecosystem-in-the-making during his days as a

student assistant to Dorney at the University of Wisconsin in the early 1960s. As an undergraduate student Dorney fell under the influence of Aldo Leopold and others who were involved in early restoration work at the University of Wisconsin Arboretum.

2003 *"Nature by Design People, Natural Process, and Ecological Restoration"* Eric Higgs

The MIT Press Cambridge, Massachusetts London, England

To the Society for Ecological Restoration, an organization in which activists rub shoulders with scientists, theory meets action, and hope overtakes despair.

Page 5 Introduction

My interest in ecological restoration was sparked during my first year as a university student in the mid-1970s after a visit to the home of Robert Dorney, a professor of ecology and environmental planning at the University of Waterloo.

He had bought a modest and unremarkable two-story house brand new in 1967.

It sat along a street with homes that would be familiar to anyone who has ever lived in suburban North America: cookie-cutter designs, each with the same mown-grass landscaping.

Dorney, to the chagrin of many neighbors, ripped up his lawn and planted what he called a "mini-ecosystem," a small forest, prairie, and wetland in a hundredth of an acre!

He tended the garden carefully, collecting new plants from salvage operations (including several threatened and endangered species), and thinning, weeding, and fussing as necessary.

20 later the garden sported over 150 plant species & some of the overstory trees had to be removed.

His inspiration for this radical experiment came in part from his undergraduate studies in wildlife ecology in the late 1940s at the University of Wisconsin, when he was fortunate to take several courses from Aldo Leopold.

Dorney remembered visits to the Arboretum in Madison, to see the early prairie restorations of John Curtis, Henry Greene, and Theodore Sperry.

Dorney died in 1987 at 59 cutting down an apple tree in his backyard.

Leopold died at the same age, 59, fighting a grass fire near his shack north of Madison.

(Source: Page 73: Gardening or Restoration? The Robert Starbird Dorney Garden, Ontario, Canada)

Authored:

1. Dorney, R. S. 1977. The Mini-Ecosystem: A Natural Alternative to Urban Landscaping. *Landscape Architecture Canada* 3: 56–62.
2. Dorney, R. S. 1986. An Emerging Frontier for Native Plant Conservation. *Wildflower* 2: 30–35.
3. Dorney, R. S. 1989. *The Professional Practice of Environmental Management*. New York: Springer-Verlag.

8. Professor Horton: John Thornton

1931 – 2017 (86).



1931: Born March 10th 1931 in Hamilton, John completed his BA at Wheaton College, MA and post-grad doctoral studies at Northwestern University before embarking on his career as an educator. 1961.

He joined the University of Waterloo in 1961 shortly after its inception and spent the next 35 years as a professor in the School of Environmental Studies, specializing in urban and regional planning.

John was active for many years in the Oxford University exchange program and a leader of the Pragma Council think tank.

1996: He continued his involvement with both U of W and Pragma as an advisor for many years after his official retirement in 1996.
He was revered by his students as a man of wisdom, care and compassion.

There's an excellent video of him link the link below:

<https://www.chandlersfuneral.com/obituaries/horton-john-thorton>

9. Edward Sommerville, B.Sc., M.A., B.Ed.

March 4, 2024: Mr. Ian Hornsby, Past Assistant Head of School & Past SJK Parent

May 1, 1940 – March 28, 2024

Mr. Sommerville arrived in Canada in 1966 working for the Department of Municipal Affairs in Toronto. By 1967, he had embarked on an academic and teaching career at the University of Waterloo in the Geography Department.

In 1984, Mr. Sommerville decided to redesign himself again by accepting a teaching position at SJK in the “warehouse” in Waterloo—SJK’s fledgling Upper School. Here he taught humanities and social sciences to the senior grades while also sharing his love of soccer (football) with both the boys and the girls—developing and coaching their teams.

Mr. Sommerville was a consummate educator, much loved and respected - firm but fair. He not only shared his love of learning and knowledge with his students but also made it his mission to ensure that they knew how to read a text, make meaningful notes, assess the reliability and credibility of a source, and formulate and ask insightful questions - thinking and inquiry skills which translated well as his students moved on into further education at university and college.

Mr. Sommerville not only provided academic leadership at SJK, but also worked as a faculty advisor to the Yearbook Team and gave guidance and support to the Senior Student Conference Committee. He initiated, organized, and led the annual senior trips to Washington, New York, Boston and Chicago - always ensuring students had significant free time in the schedule to explore, shop, and experience the culture of each city! What’s more he instigated SJK’s involvement in the Model U.N. and the Great Canadian Geography Challenge.

As a colleague, he was a steadfast friend, an ardent mentor to new faculty, and an active member of the Faculty Association, serving as our Board Representative for many years. When he retired from SJK he didn’t “hang up his cleats”, instead he wrote, developed and taught his favourite courses – online - with VHS (The Virtual High School).

He continued to attend academic conferences, devour books, especially mystery and historical fiction, and to travel and learn, not only across Canada and the United States, but also to places in Italy, France, Uruguay, New Zealand, and Iceland, as well as the United Kingdom.
A celebration of his life will be held at a later date.

In lieu of flowers donations can be made, in his name to St John’s-Kilmarnock School or St John the Evangelist Anglican Church in Elora - two organizations close to his heart.

<https://www.sjkschool.org/support/donate-now>

<https://niagaraanglican.ca/donate>

Edward Sommerville will be dearly missed, remembered for his intellect, passion for teaching, and the profound impact that he had on the lives of all that he touched. May he rest in peace. “Fois dhut”

Below: Note to what his cane to pointing:



<https://www.sjkschool.org/news-detail?pk=1580945>

<https://erbgood.com/tribute/details/17007/Edward-Sommerville/obituary.html>

10. Dr. George Burton Priddle

Born Waterloo on February 27, 1938

Married in 1967 (29)

Retired in 1996 (58)

Died September 7, 1998 (60)

George was born in Waterloo on February 27, 1938, the only son of the late Norval Burton Priddle and the former Hilda Harriet Stephens.

Beloved husband and best friend of Ruth (nee Hodgkinson) whom he married 31 years ago.

Loving father of Charlie and Alex, at home.

Brother-in-law to Nancy (Hodgkinson) and her husband Ken Fry of Toronto;

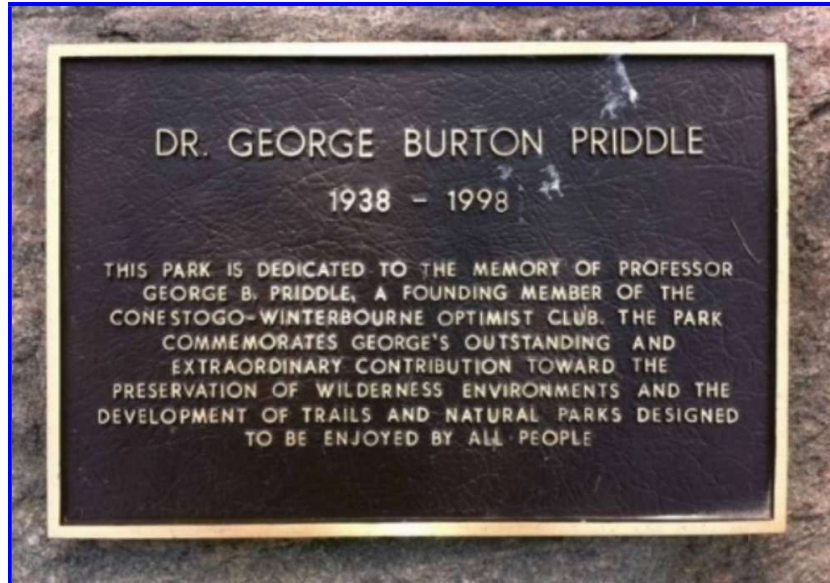
Special uncle to Steven of Toronto, Kristen of New York City, and Karen of Japan.

Cousin of Dr. James and Bette Stephens of Waterloo.

George was a Professor at Sir Wilfred Laurier and then the University of Waterloo

Retired in 1996.

His greatest passion and love was the development of the parks and trails system nationally, provincially and especially at the local level.



11. Professor Ruth Priddle, his wife passed away June 8, 2016.

Ruth began her career at U Waterloo on August 1, 1964 as a Lecturer.

She was an Associate Professor in the Dance Department.

She received Tenure as of April 17, 1969.

Ruth retired under the Special Early Retirement Program on September 1, 1996 along with her husband, Professor George Priddle, also a Waterloo faculty member.



12. Professor George Rich

July 1978

Where: SE of Sherbrooke, QC

Event: Building Phil Hore's Farm House

Nearby: Another Waterloo Planning Grad, John Shippides (May 24, 1973, BES: Urban and Regional Planning) lived nearby and worked for Quebec Hydro, encouraged Phil to buy the farmland:



(Photo: Terry Crowe)

- Professor G. Rich's CIP Fellow Summary
 - George Rich was born and educated in the UK.
 - 1940: He graduated from the University of Brighton School of Architecture, followed by a degree in Town Planning from the University College London (UCL): awarded in the 1940s.
 - George's first job was as a surveyor
 - After which he contributed to the planning and design of one of Britain's post-war New Towns (Crawley; 83 kms south of London).
 - Early 1950s, George and his wife Jo then immigrated to Canada.
 - He worked as an architect and planner in Toronto.
 - 1953, he moved west to Winnipeg where he assumed important and influential roles.
 - 1954, George joined the Town Planning Institute of Canada
 - 1953 - 1960: He was the Chief Planner for the Winnipeg Metropolitan Planning Commission
 - 1960 - 1967: Then, the Director of the City of Winnipeg's Planning Division, where he was noted for his imaginative leadership and sound planning programs.
 - In 1967, George joined the University of Waterloo as a lecturer, and then Associate Professor with the new School of Urban and Regional Planning.
 - Together with such illustrious colleagues as Len Gertler and Bob Dorney, George designed and helped launch Waterloo's Planning program.
 - He taught undergraduate courses in professional practice that influenced hundreds of students - grounding the students in the fundamentals and challenging them to dream of a better world.
 - 1993: George was the author of a well-regarded text: *"The Professional Practice of Urban and Rural Planning in Canada"*.
 - In the 1980s, he also developed and managed the Waterloo-Oxford Brooks annual exchange program.
 - 1989, George retired from the School and then worked in private practice for several more years, contributing both to the community and Institute affairs.
 - 1997, George Rich was inducted into the CIP College of Fellows in recognition of his embodiment of both theory and practice.
 - in 1998, the 1998 CIP Award of Excellence was awarded in his honour.
 - He will be remembered both as one of the leading figures in post-war Canadian urban and regional planning and as an excellent teacher and mentor.
 - He had a wide range of interests and a high degree of zest and humour.

PART 18 - Some Pics by Rick Spanik

1. Dinking around Waterloo

_____? _____? Chris Smith?, _____?, Gordon Grant, Calgary:



2. A Planning Field Trip, Somewhere

- Rick Spanik says that in the photo below he sees:
 - Rear: Left: himself (glasses) and Right: Joe Snizek (glasses) looking toward the camera
 - Front: In the front of Rick Spanik is Dion Msele, a student from Tanzania, Africa who was with us for a while before going back to Africa.



3. 1967 at Waterloo

Jay J. Simons and Terry Crowe...



4. Spring 1970 New York at the American Institute of Planners Conference, New York

Left - Right: University of Waterloo, Faculty of Environmental Studies, School of Urban and Regional Planning Students:

1. Linda Allen, became President of City Spaces Consulting, Victoria, BC, changed from physical education to planning.
2. Rick Spanik, in 1968, changed from engineering and center football player at McMaster to planning; planned in the Hamilton, Pictou County, Cape Breton and Halifax areas of Nova Scotia.
3. Terry Crowe: at 22: planned in Alberta, Nova Scotia, Saskatchewan and BC.
4. Sue Beckett, planned in Ontario.
5. Jay J. Simons, planned in BC and Alberta: his mom owned a very upscale women's dress shop on Bloor St in downtown TO and got along well with my mom (Terry's): both sewed everything.
6. Taken by Doug Koch, Planner for Moncton, NB and the City of Victoria, BC



5. 1970 Terry and Linda Allen in NY



6. April 17, 1979

Celebrating the 100th Anniversary of the Incorporation of Annapolis County, Nova Scotia.
Terry Crowe with the oldest lady in Annapolis Royal, Nova Scotia:



PART 19 - Some Possible Off Campus University Experiences

1. Purpose

Someone who had lived on campus, asked Terry Crowe what it was like living off campus at Waterloo while at planning school between 1967 and 1971.

Here's a glimpse of maybe what happened and maybe some experiences.

John Gartner and Terry agree that it's not acceptable to aggrandize oneself, but it's Ok to present what has occurred when walking down memory lane because, if you don't tell it, no one will know

2. Thoughts

- Disneyland: The best place for a Planner to plan is Disneyland because, if something doesn't work, they can immediately rip it out and try something else.
- As I've met a Mayor in Nova Scotia and a lawyer in BC who said that they couldn't read a map, take this into consideration when planning.
- Your conclusion is simply the place where you stopped thinking. Steven Wright
- "I have a theory that the truth is never told during the 9 to 5 hours." Hunter S. Thompson.

3. What were you doing before September 1967 (starting Waterloo)?

I saw the Jefferson Airplane twice:

- 1st on Sunday July 23, 1967 in Nathan Phillips Square, Toronto, Ontario (free concert)
 - Jefferson Airplane / Luke and The Apostles
 - Bill Graham shrewdly had the Airplane play for free to promote upcoming shows.
 - Since there were no FM radio stations in Toronto, it was his best chance for publicity.
- 2nd on Saturday August 5, 1967 in the O'Keefe Center, Toronto, Ontario
 - *"Bill Graham Presents the San Francisco Scene in Toronto"*
 - Jefferson Airplane / Grateful Dead / The Doors
 - After they each played separately, they were all rolled out on their own platforms and played.
 - Kids were dancing in the aisles.
 - When the cops tried to stop them, Bill Graham stopped the cops.

4. Why Planning?

- In high school, I liked geography, maps and geometry
- A "Planner" is a geographer with a job (Doug Koch)
- Says Jean Monteith: I knew I wanted "Planning" in Grade 12 (i.e., before Grade 13).

5. Why Waterloo?

- For a minute, I considered going for electronics at Ryerson
- Got accepted at U of T in Geography, but at their western campus, then called Erindale, now Mississauga but, as it wasn't the main U of T campus which I thought was inferior, I didn't go.
- Got accepted in Geography at Waterloo.
- On a Saturday in September 1967 after enrolling in Seagram's Stadium, I paid my whopping \$600 tuition (one year cost me \$2,200 for everything: no car) and, as I walked over to the sign which read: "Geography / Planning", the man in the booth (it turned out that it was geography Professor Lorne H. Russwurm), asked me:
 - "Well young man, what do you want: geography or planning?"
 - Why I didn't say "geography", I don't know.
 - Instead, I asked "What's the difference?"
 - He said that, if I went into "planning", then up until third year, if I didn't like it, I could then switch into geography" - but not vice versa.
 - To keep my options open, I chose "Planning."

6. 1st Year - Sept 1967 to May 1968

- Lived
 - Lived with a high school friend's uncle in Waterloo who was the Master Brewer for Seagram Brewery – now there was a happy man.
- Professor George Rich's ~ Stay Healthy
 - I remember in Planning 101, Prof Rich telling us to take care of ourselves and our health, and don't work too hard.
 - We young naïve students interrupted him by laughing.
 - Then he said - That's why I'm here at Waterloo; when I was the Planning Director for Winnipeg, I had a heart attack".
 - After that, things sobered up.
- Professor George Rich's ~ On observing
 - Observe which door, stairs and paths people use.
 - Figure out why.
- Economics 101 and 102
 - To get into 2nd year Planning, we has to pass Economics 101 and then 102.
 - Many go into Arts, to get out of the math.
 - I took it at Conrad Grebel University College and was quite nervous, as it wasn't my forte and had to study hard. The final test was 10 questions: to pass, your 10 answers had the read like a coherent story; you didn't pass, if you only got half of the questions right.
- A Theatre Play
 - In high school. I was in three plays (e.g., The Boyfriend, Plenty of Money).
 - Note: It helped with public speaking.
 - One night, I was with two other students and we took a study break and went into the Theatre of the Arts to watch them rehearse a play "The Sun King" about the Aztec King Atahualpa who though he could be reborn, if killed by Pizarro.
 - As they needed people to help rehearse by playing Aztec warriors, we did it and all ended up in the play for its full three-night run.
 - The play director invited us to her house and all around the living room where 12' high shelves packed with every kind of music record album that you could imagine.
- A Hockey Game
 - One night say around 1:30 am, the Planning and Geography students played the Arts Faculty (Cam Kitchen played): the students won.
 - For some reason, the next morning, we all, pretty well failed the Geography test.
- Music / Bands
 - In my first year, I saw Gordon Lightfoot, The Pozo-Seco Singers, Paul Butterfield Blues Band, Ray Stevens (e.g., Everything Is Beautiful, The Streak, Ahab the Arab),
 - In other years saw:
 - Three Dog Night a McMaster
 - Credence at Maple Leaf Gardens with Jay Simons
 - Neil Diamond and Iron Butterfly at Waterloo
 - Donna Summer, in TO
 - In July 4 - 5, 1970 in Calgary, in McMahon Stadium in Calgary, I saw, *The Festival Express* travelling train rock show with:
 - The Grateful Dead, Sha Na Na, Delaney and Bonnie and Friends, Ian and Sylvia, New Riders of the Purple Sage, Tom Rush, Buddy Guy, Eric Andersen, Mountain, Charlebois, James and the Good Brothers, Mashmakhan.

- Field Trips
 - I remember going to Spongy Bog (a kettle hole lake / bog) owned by the University west of Waterloo, 13 kms SW of the University.
 - I did not go to the Bruce Peninsula but many repeatedly did (*maybe there's a pub there*).
- Two Research Papers
 - Tottenham, Ontario: One of my planning papers was on planning in my home town of Tottenham, Ontario, 100 kms NW of Waterloo. The Town's lawyer told me that Tottenham had Ontario's first town plan: I tried but couldn't verify this.
 - Tobacco: As I picked a lot of tobacco during my high school summers, I interviewed an Imperial Tobacco executive in Guelph. Tobacco is sold by weight, like milk. The best types for Canada are: Virginia (flue: kiln heat), Burley (light, air cured), Aztec, Maryland, Turkish.

7. Summer 1968

- To make money for University, took a construction camp job and became a millwright apprentice for Dominion Bridge building a German potash mine in Lanigan, Sask. 125 kms SE of Saskatoon,
- I chose to work: 7 days a week: 12 hours a day, to make money.
- Worked in the head frame, mine shaft and down about 1,000 m (1/2 mile)

Below: August 1968: What it was like in the shaft of the potash mine in Lanigan, Saskatchewan:



- Helped install conveyor belts and giant 12" brakes; aligned the elevator guides in the mine shaft,
- In August, due to the cold and wind, I had to buy a full rain suit, as it would snow at the top of the head frame and be windy and rainy at the ground,
- For exercise, some of us would run around the potash slurry tailing ponds,
- Great sunsets: terrible wind
- In the late '60s in Saskatchewan, radios played mostly religious programs until about 9 pm, then you could get rock music,
- Saskatchewan's two main religions are: the NDP and co-operatives.
- Popular songs were Angel of the Morning, Jumpin' Jack Flash and Hey Jude.
- As the unions were quite strong, with a camp job, about all you needed to buy was toothpaste.
- After 3 months, I returned with \$5,000 (today = \$47,850).
- Note, that in 1968, year at Waterloo cost me a whopping total of \$2,200 (included everything: tuition was \$600, everything except a car).

8. 2nd Year - Sept 1968 to May 1969

- Lived:
 - I stayed in a house on Westmount Road which was owned by an English / Scottish couple with a small boy Davy.
 - The dad was a mechanical engineer who worked at the University's heating / AC plant.
 - There were 5 boys renting in 2 bedrooms upstairs in the house
 - One day the cops came and took the one with a motorcycle away.
- First met Rick Spanik
 - In September 1968, Rick Spanik moved in as he was transferring from McMaster engineering where he played centre for the McMaster Marauders football team
- First met Linda Allen
 - Linda Allen transferred into Planning from Waterloo Kinesiology (a jock no less).
- The Cold Creek Conservation Authority Village
 - Some of us went to the Cold Creek Conservation Authority owned by the Toronto and Region Conservation Authority west of Nobleton, Ontario.
 - We shot shoguns at clay pigeons
 - Just point and Kaboom!
- The 1970 American Society of Planning Officials Conference
 - One night, some of us got happy and suddenly decided to drive overnight to the 1970 American Society of Planning Officials Conference in New York
 - We went in Jay Simons' dad's big maroon Pontiac Laurentian.
 - Theft
 - When we came out of the NY Taft Hotel (now called The Michelangelo) after checking in, someone had already broken into the car to get a black doctor's looking bag in the backseat, as we couldn't fit it in the trunk.
 - Jay reported it at a cop station which was right out of TV's Hill Street Blues (1981 - 1987).
 - The Conference Job Fair,
 - The Conference Job Fair occupied 3 ballrooms filled with cubicles with planning representatives from federal, state, regional and municipal governments, and consultancy firms, hiring from all across mostly the USA and a few from Canada - the scale was impressive.
 - People went around with 3 foot stacks of their resumes on their arms, not waiting for an interview - but just wacking them down on the tables and walking away.
 - The Phoney Ottawa NCC Job Ad
 - The Ottawa National Capital Commission (NCC) staff must'a been kinda nuts because they advertised a phoney planning job, just to see who all would apply.
 - Some BS'd their way claiming that they could do it.
 - Only Rick Spannik figured out that it was a phoney job.
 - Quite gutsy, to think that up and pull it off.
 - NY Cops in Every Subway Car
 - When we went on the subway, in the daytime and at night, there was a cop in every car.
 - Keep Your Hand on the Wheel!
 - Coming home from the New York trip, we were looking for gas in a small upstate NY town and the cops stopped us because we had a broken window (did we steal the car?) and we were going very slowly looking for a gas station (to do a B&E?).
 - In the cop car, there were shotguns on the front dash, in addition to the back.
 - The lesson is that when you get stopped by the cops at night in the States:
 - *"Keep your hands on the wheel."*

- The Ottawa Field Trip
We went to visit the National Capital Commission (NCC) and other agencies.
We really went to drink quarts in Hull.
Coming back from Hull, a drunk young Ottawa man fell into the bus aisle, face down and passed out: the bus driver just left him there.
We were staying at the Lord Elgin Hotel in Ottawa.
When we returned from Hull, we sat down for a minute in the lobby to talk and watch the Russian Symphony check in.
 - There were coffee tables with 2" thick marble tops which weren't securely mounted.
 - Linda Allen, usually quite proper, put her feet up on one.
 - Whereupon, it promptly fell onto the floor with quite a thud.
 - Quite embarrassing.
 - As we couldn't lift it back due to our condition. we promptly left.

9. Summer 1969

August 15 ~ 28, 1969 ~ Woodstock

Worked as an ironworker for Dominion Bridge helping to build:

- the Sundance power plant 70 km west of Edmonton,
- a coal mine to ship coal to Japan:
 - in Grande Cache, Alberta, 200 kms north of Jasper, Alberta, erecting steel buildings
 - in Cadomin, Alberta, 122 kms east of Jasper, installing big conveyors, building round steel tanks from sheets of steel
 - while in Cadomin, we went mountain climbing on the weekends.

10. 3rd Year - Sept 1969 to May 1970

Living

- Rick Spanik, Don DeGrandis, Jay J. Simons and I lived at The Greenbriar Apartment, 285 Erb Street West, Waterloo
- It was nicknamed "The Plant."
- On the first floor were David Arscott, Mike Koscec, Judy Parr and others.

Faculty of the Environmental Studies established

- On July 1, 1969: Urban and Regional Planning went, from the Arts Faculty, into the Environmental Studies Faculty.

Statistics

- The Accent
 - Many go into the arts, so that they don't have to deal with math and statistics.
 - However, in 3rd year had to take statistics to get into 4th year.
 - Our professor was Kamal Sayegh, an expert on Middle East petroleum.
 - He had a heavy Egyptian accent and pronounced a word which sounded something like "kathigorees". He used this term for several lectures.
 - After waiting too long, someone finally asked him what the word meant.
 - He then explained that it simply was - "category": by then, many were quite confused.
 - Gord Grant said that it was his favourite class.
- The Exam
 - In our 2nd last lecture, Pro. Sayegh asked us, if for the last lecture, we wanted to do Q and A.
 - We said No, because, as we didn't know the material by now, one lecture wouldn't make that much difference.
 - Our planning class of about 30, wrote the stats exam in a gym with about 100 other students.
 - It was a one hour open and two hour closed exam (or was it vice versa?).
 - When we turned the exam over there was an - "*Oh God!*".
 - After about 55 minutes, Jay Simons closed his first book, got up, handed it in at the front - and walked out of the gym.
 - Many found the exam rather hard.
 - Now listen closely - I think we all pretty well failed - so we all passed.

"Instead, Let's Hang a Left at Guelph"

- One spring winter day in 1969, Jay Simons, Marine Coulson, Linda Allen and Don DeGrandis went snowmobiling near Alliston (New Tecumseh) Ontario.
- When returning to Waterloo, on say a Sunday night, somewhere near Guelph, somebody said – "Let's go to Florida".
- And so, they did.
- They were stuffed in Jay's '66 red Mustang (think not roomy).
- They didn't call (or invite) any of us in Waterloo.
- They just never came home that night.
- They got as far as West Virginia and then ran out of money.
- So, they called Rick Spanik and I back in Waterloo to send money.
- I was to go to the Village and ask Linda Allen's roommate who I'd never met, to get \$75 out of Linda's top drawer and give it to me - that was a fun conversation.
- I got the money and combined it with mine and others.
- Then - just to razz them, we didn't send it.
- Because they never invited us.
- The next night, we got another more desperate call.
- Then, we sent the money.
- In total, they got as far as Jacksonville, Florida some 1,850 kms (1,150 miles).
- Marnie writes:
 - *We got as far as Jacksonville Florida, sat on the beach a couple of hours & headed back.*
 - *Our exciting experience on the way back....*
 - *We had just crossed the border at Sarnia.*
 - *I was driving and all of a sudden, ahead of us we came upon a truck that had dropped steel girders on the road - obviously not properly secured.*
 - *I drove around 3 or 4 of them and careened off the last one and ended up going across the median and stopped facing the wrong way on the other side of the road.*
 - *There hadn't set up any flares around the truck - fortunately the car wasn't damaged.*

Running Exercise

- During 3rd year, we didn't exercise much, but for some reason, in the spring of 1970, Jay, Don and I started running in the evenings.
- Rick would drive us out to St. Agatha about 10 kms SW of Waterloo and we'd run back.
- We did this for about a month.

Tottenham United Church Fall Fowl Supper

- One Fall, I mentioned that in my hometown, the Tottenham United Church annually put on a Fall Fowl Supper.
- To my surprise, two or three carloads of us drove up (100 kms) and had quite a feed.
- My mother was surprised and impressed that we came.

Metal in Lip

- In the summer of '69, while an ironworker in Grand Cache, Alberta, I got a piece of steel in my lip.
- It healed and skin covered it up; there was no pain but once in a while I could feel it.
- Back at Waterloo, Jay and Rick encouraged me to get it removed.
- The doctor said that such things were difficult to remove because (a) they move around, and (b) once frozen, you can't feel it, to tell him where it is.
- So, on the appointed morning, I'm lying on a Waterloo operating room table waiting.
- I think that I waited for over an hour: the nurses were getting worried.
- And then some more.
- The doctor finally arrived about an hour later confessing that he forgot about me, as he was playing golf.

Our Planning Student Conference on Social Change

- I can't remember exactly why, probably for a credit, but some in our Planning class decided to put on a weekend conference on social change, as the time was right.
- We had to organize and plan everything: the guest speakers, travel, accommodations, advertising, promotion, university presentation rooms, audio video equipment and recordings.
- The guest speaker was American William Wheeler Bunge Jr. who had PhD. in quantitative geography from the Department of Geography, University of Washington.
- Bill Bungy, Detroit



- He became disillusioned with conservative US politics, racism, and the Vietnam War.
- Blacklisted as a communist sympathizer by the US government he became unemployable.
- From 1970 to 1971: he moved to Canada and taught at the University of Western, Ont.
- From 1972 - 1973, he taught at York University.
- Bunge made major contributions to theoretical, quantitative spatial analysis earlier.
- He became an urban radical, supporting applied geography of social change and justice in inner city America and Canada.

- He formed:
 - in 1968, the Detroit Geographical Expedition
 - in 1971 the Society for Human Exploration
 - in 1973, In the Toronto Geographical Expedition.
- These projects were aimed at helping black and other communities fight, for example, an unwanted highway from splitting their communities and getting more social housing.
- The conference dinner was a fondue affair in the Minota Hagey Women's Residence.
- I didn't get to see much because I was always setting up, for the next Conference event.
- Ken Shelton and I edited and handed in the Conference film for a mark: I think we got a "C".

11. Summer 1970

- August 15, 1970 - Rick Spanik Marries Anna
 - I didn't attend, as needed to make money out West.
 - Jay was good enough to drive 50 miles north of Toronto, near Pipers Hill, to pick up my mother and take her to the wedding in Hamilton.
- I worked for the Medicine Hat Regional Planning Commission:
 - spent time in the Calgary Land Titles Office, cancelling old unneeded prairie town survey plans which were registered in anticipation of railways which never came
 - witnessed an office affair blow-up in front of everyone (lots of searing and yelling).
- Activity
 - On July 4 and 5, 1970, in Calgary, I saw in McMahon Stadium in Calgary, ***The Festival Express*** travelling train rock show with:
 - The Grateful Dead, Sha Na Na, Delaney and Bonnie and Friends, Ian and Sylvia, New Riders of the Purple Sage, Tom Rush, Buddy Guy, Eric Andersen, Mountain, Charlebois, James and the Good Brothers, Mashmakhan.
 - I helped those running a youth hostel at the Medicine Hat Community Centre: every evening we would get a van and go pick up the straggling hitchhikers on the Trans Canada.
 - Went mountain climbing at Lake Louise, up the Victoria Glacier, up to the Abbots Pass Hut (2,925m; 9,595 ft): slept with my feet in Alberta and head in BC: the next day, we went down the west side to Lake O'Hara.
 - In July 1970, as part of the Medicine Hat Exhibition and Stampede, I and a law student entered a canoe race down the South Saskatchewan River: we came in 3rd.

12. 4th Year - Sept 1970 to May 1971

- The Branch Plant
 - In 4th Year, Don DeGrandis, Jay J. Simons and I (Rick Spank was married and living in north Waterloo) lived with Ken and Jen Shelton on a house on King Street in Waterloo.
 - It was nicknamed "*The Branch Plant*".
 - Ken prepared the presentation materials for the Waterloo geography and planning professors.
 - Jen was the planning technician for the City of Galt.
- Urban Sociology
 - A sociology professor from the University of Michigan came as a guest lecturer and cut us a deal: he crammed 2 half year courses into the half year course, to make it a full year course: about bands, tribes and sodalities: we took it; he was very enthusiastic and knowledgeable.
- Wire Spools
 - One night, Jay Simons and I may have decided to spruce up the King Street living room.
 - So, after midnight, we may have got in his red '66 Mustang convertible, maybe put the top down and may have gone cruising around Waterloo construction sites maybe looking for "left- over" wire spools.
 - We maybe found three, the biggest might have been 3' in diameter which we maybe balanced over the trunk to maybe get it home.
 - It might have been quite a sight and a tricky thing to explain, if we'd maybe gotten caught.
 - During the night, might have gone back and got two more smaller ones.
 - Some thought that they maybe made great coffee and end tables - at no cost.



- “Cindy” Jen Shelton’s Grey Schizy Cat:
 - Part 1

At The Branch Plant, Jen Shelton had a schizy, high-strung grey, only-loyal-to-her-cat: Cindy. One weekend, everyone left to go somewhere. There was just me and Cindy. On Saturday night around 10:30 pm, I was in the living room, watching TV and the cat was sleeping up on the back of the sofa behind me. Then, suddenly, without warning, the cat starts going nuts, low growling, running up and down the stairs, jumping up on furniture and zooming around the house. This went on for about 10 minutes. Then, all was quiet. I never figured out what was going on. The next morning, there was a knock on the door: it was a policeman who said that the night before, the dry-cleaning shop next door was robbed.
 - Part 2

Later that year, Judy Parr, a MA planning student and few others were in the kitchen cooking supper with Jen Shelton. I was in the living room and the Cindy the cat was sleeping on the couch. Then, someone in the kitchen dropped some tin baking trays which made a loud noise. Instantly, Cindy jumped off the couch, ran into the kitchen and attacked Judy by jumping up on her thigh and biting her. Judy, who was quite tough, was quite upset.
 - Part 3

A year after graduation, I visited Jen and Ken on a farm west of Waterloo. After I said Hi to Jen, went to pet Cindy the cat. There was an immediate hiss and swipe.
- 4th Year Parties
 - In 4th year, Ken Shelton and Don DeGrandis each had fine stereo sets and many records.
 - There were 2 turntables, 2 big tape decks, 4 big speakers.
 - So, about every 2 weeks, we’d throw a party.
 - Johnny and Nadine Carline came from Toronto: about 30 would attend.
 - From down in the basement, you could see the floor bouncing from the dancing.
 - After, some would stay and we’d have coffee and toast, and solve all the World’s problems.
- My Seniors Honours Essay – Communes and Zoning
 - My Seniors Honours essay was on the timely topic of managing urban communes which were popping up in the Waterloo region and which some city councillors were trying to ban by zoning them out because they didn’t like them.
 - They tried to apply the zoning definition of “family” which limited the number of occupants in a house who were not related by blood, which was eventually proven illegal.
 - I wrote the first 70 pages of it in the attic of the farmhouse in two days and finished it months later in Halifax while working for Municipal Affairs.
 - I called it “The Pearline Washing Compound” because when I finished it in the farmhouse attic, when I looked up a saw that name on a wooden box with that name on it.

PART 20 - The Follow-Up List

From all the Planning Grad comments, there are several matters which respectfully require attention:

1. Terry Crowe requests that the University of Waterloo please address the following issues:
 - (1) Fix Some of The Convocation Brochures
As some of the 1964 to 1974 Convocation Brochures have become corrupt (e.g., two columns of Grads names have collapsed and intermeshed making it difficult to determine who's who and their full Graduation date (i.e., day, month and year), please review every Graduation Brochure and fully restore those that need attention.
 - (2) Establish A Free Public Master List of All Grad Names and Their Graduation Dates
Currently, upon request, the University freely sends out all the Convocation Brochures by email. However, not all Grads are listed in the Convocation Brochures.
When one asks for the Graduation dates of known Grads not in the Brochures, they are only given their graduation year.
When one asks for all Planning Grads and their full Graduation dates (i.e., day, month and year), they are denied access by the University's Legal and Immigration Services, General Counsel, on privacy grounds, but can appeal this decision to the Ontario Information and Privacy Commissioner, from whom I'm awaiting a response.
Please review and revise this fragmented, unhelpful arrangement and make a Master Grad Name and full Graduation Date List freely and publicly accessible by all.
 - (3) Better Co-ordinate Grad Information Among University Departments
Please clarify to all University departments and the public, to which department, one goes to get, for free, all Grad graduation details (i.e., names, degrees and full dates), as currently clarity is needed.
2. An Educational TV Documentary Series on Community Planning
Terry Crowe (Origin: Jeffrey Pearson) encourages Planners to initiate a process to have an educational TV documentary series made on Community Planning issues, for example, like the Knowledge Network TV Channel's:
 - Search and Rescue: North Shore,
 - Paramedics: Life on The line, and
 - Emergency Room: Life and Death, at VGH.
 Topics could include explaining what Planning is, how it works and presenting case studies.
3. Grad Brian Dagneault respectfully requests PIBC and CIP to please address the following issues:
 - (1) Host Educational Discussion Forums
Please host educational discussion forums to foster a better acceptance and understanding of Private Consulting Planner roles, needs, perspectives, priorities and processes among the membership and all Planners.
 - (2) Encourage Planners in Development Applications:
Please encourage planning authorities (e.g., municipalities), to encourage developers to have a professional registered Planner manage and co-ordinate their proposals, to enable applications to be processed more professionally and efficiently.
4. Brian Dagneault respectfully encourages more Planner co-operation:
Brian would like to see both the private and public Planning sectors work, to better appreciate and coordinate both their roles and expectations.
5. Reunions
 - Anyone can initiate a Grad reunion.
 - Maybe, the Grads in each province could hold one.

PART 21 - Parting Thoughts

When this report was almost complete, the power went out here in Steveston, BC: a rare thing.

I immediately got upset by this setback, as I couldn't continue doing what I wanted: - this Report.

Then, I realized that all those victims and refugees in war-torn countries who are just trying to survive will likely never have the kind of lives that we Waterloo Grads have had.

How fortunate that our Parents and Great Greats took the initiative and risk - and came to Canada.

As a result, we live at the top of the World's food chain and I'm thinking what it is our responsibility to become what's within and, in doing so, make the World a better place.

Oh look, the power's back on.....

June 1, 2026,
Steveston, Richmond, BC

Anywhere



Waiting For Mom at The Britannia Shipyards National Historic Site



Garry Point Park, Steveston, Richmond, BC



Iona Beach, Sea Island, Richmond, BC
NW of YVR



November 5, 2025: 8:43 pm
Terra Nova, NW Richmond, BC



Middle Arm, Fraser River
From the No 2 Road Bridge
YVR and Vancouver are to the right:

