

# LIAISON

June / July 2007  
juin / juillet 2007

Vol. 7, No. / n° 4  
ISSN 0843-5278

## CONTENTS / SOMMAIRE :

Public-Private Partnership in the Water sector (article) / Entente de partenariat public-privé dans le secteur de l'eau (article)	1
Public-Private Partnerships (article) / Les Partenariats Public-Privé (article)	5
Sidney, BC: the SHOAL Centre (article) / Le SHOAL centre de Sidney C.-B. (article)	11
Public-Private Partnerships (documents) / Les Partenariats Public-Privé (documents)	13
Upcoming Conferences / Colloques et Conférences	15
Information Requests / Demandes d'information	17
New Documents / Nouveaux documents	18

## Public-Private Partnership in the Water sector : The case of the Town of Goderich / Entente de partenariat public-privé dans le secteur de l'eau : le cas de la municipalité de Goderich

The Town of Goderich has often been cited as having created a successful model with regards to its private-public partnership to operate and maintain the town's water and wastewater treatment facilities (Canadian Council for Public Private Partnerships, 2004). Goderich is a small urban municipality with 7,500 citizens, located along Lake Huron in Ontario within a rural setting. A partnership with United States Filter Canada (now Veolia Water Canada) was arranged in the year 2000 to operate and maintain its water and wastewater treatment facilities, water distribution system and sewage collection system in order to ensure the safety of its drinking water, reduce costs, and achieve better service delivery (P3 Advisors, 2004). Other project goals

L'entente de partenariat portant sur la gestion de l'usine de filtration des eaux usées et l'opération du réseau d'eau potable de la municipalité de Goderich en Ontario est considérée, par certains observateurs, comme un des modèles à suivre en matière de partenariat public-privé (Conseil canadien pour les partenariats public-privé, 2004). C'est en 2000 que l'administration de Goderich — une petite municipalité ontarienne de 7 500 habitants située le long du Lac Huron — a signé l'entente de partenariat avec *United States Filter* (maintenant *Veolia Water Canada*). En plus de chercher à réduire ses coûts d'opération, la municipalité était à la recherche d'un moyen d'assurer une plus grande sécurité contre les risques de contamination et améliorer la qualité des services de traitement des eaux usées et de



## Just In: Latest Arrivals to the ICURR Library / Toutes dernières acquisitions de la bibliothèque du Cirur

For complete information, please see page # 18/ Pour de plus amples renseignements, veuillez vous référer à la page #18.



- Berger, Alan & Lerup, Lars. (2007). *Drosscape: Wasting land in urban America*. New York, NY: Princeton Architectural Press.
- Canniffe, Eamon. (2006). *Urban ethic: Design in the contemporary city*. London, UK; New York, NY: Routledge.
- Chamberland, Denis. (2007). *Procurement: A practical guide for Canada's elected officials. (Municipal knowledge series)*. Toronto, ON: Municipal World.
- Razin, Eran & Smith, Patrick J. (Eds.). (2006). *Metropolitan governing: Canadian cases, comparative lessons*. Jerusalem: Hebrew University Magnes Press.

## Public-Private Partnership in the Water sector : The case of the Town of Goderich (continued from previous page)

investing in the town's water infrastructure, the acquisition of the latest technology and expertise, and of course, cost savings. Moreover, the partnership has provided the Town of Goderich with access to Veolia's expertise and resources which it has acquired from being the largest water company in the world. Consequently, skills and knowledge have been transferred to the community, as has a state-of-the-art computerized maintenance process and management system. Plus, employees have benefited from specialized training programs.

The town was aware of other pressing issues within its municipality such as a potential rate increase, public perceptions of environmental risk, and consequently maintained ownership of the assets. The public owns the assets and control the rates while the private partner operates and maintains the facilities. The private-public partnership is structured so that the town retains the rate-setting function and transfers significant risk to its willing private partner, Veolia Canada. If Veolia fails to meet performance obligations then it must pay fines levied by the Ministry of Environment. Environmental compliance is a key issue within the partnership arrangement, and the town insisted on an open and transparent process which engaged unions and employees in order to build public trust, eliminate opposition, and ensure a smooth transition. (P3 Advisors, 2006).

In conclusion the partnership has not resulted in any rate increases, the town has benefited from access to Veolia's resources and expertise, and an annual savings of \$100,000 has been achieved compared to its former costs. As well, environmental compliance has been maintained and the town did not experience any public opposition to its project (P3 Advisors, 2006). Moreover, operational efficiencies achieved have placed the town with the opportunity to expand its services outside its boundaries (P3 Advisors, 2004). Another benefit to be achieved from the partnership is that future savings that are to be realized through technological innovations and capital improvements will be shared with the town on a 65 to 35 ratio so that Goderich receives the larger benefit (McCabe, 2007, pg. 48).

## Entente de partenariat public-privé dans le secteur de l'eau : le cas de la municipalité de Goderich (Suite de la page précédente)

distribution d'eau potable à ses citoyens (P3 Advisors, 2004). D'autre part, l'association avec Veolia, un de leaders mondial dans le domaine des services d'eau, permet à la municipalité de bénéficier des dernières connaissances et technologies dont dispose la compagnie, ce qui, considérant les moyens limités de la petite municipalité, n'était évidemment pas possible auparavant. Grâce au partenariat, le réseau de la municipalité compte sur un système informatique de surveillance à la fine pointe de la technologie et le personnel a bénéficié de session de formation spécialisée.

De toute évidence, l'introduction du secteur privé dans les services publics a tout de même suscité certaines craintes chez la population quant à une augmentation potentielle des prix et au respect des normes environnementales. Toutefois, l'entente de partenariat est structurée de façon à ce que la municipalité demeure propriétaire du réseau et des équipements et maintient le contrôle sur l'imposition des tarifs. De plus, l'entente stipule que le respect des normes environnementales est une des principales obligations de la compagnie. Celle-ci est évaluée en fonction d'indicateurs de performance environnementaux et le non-respect des normes environnementales peut entraîner la levée de sanctions et d'amendes imposées par le ministère de l'Environnement. De plus, la municipalité a insisté sur le fait que la gestion doit se faire de façon transparente afin de bâtir la confiance des citoyens. La municipalité a également demandé à Veolia d'impliquer les travailleurs syndiqués dans le processus afin d'éviter les oppositions au projet et de s'assurer que la transition se fasse sans heurt (P3 Advisors, 2006).

En conclusion, il est à noter que l'entente n'a pas entraîné d'augmentation des tarifs d'eau et la municipalité estime qu'elle a sauvé jusqu'à 100 000\$ en coûts d'opération. Les normes environnementales ont également été respectées et les citoyens de la municipalité semblent satisfaits jusqu'à maintenant (P3 Advisors, 2006). Il est aussi intéressant de souligner que l'efficacité du nouveau système offre l'opportunité à l'administration de Goderich d'offrir d'étendre son service aux municipalités voisines (P3

**Public-Private Partnership in the Water sector : The case of the Town of Goderich** (continued from previous page)

**Entente de partenariat public-privé dans le secteur de l'eau : le cas de la municipalité de Goderich**  
(Suite de la page précédente)

du partenariat réside dans le fait que les économies futures qui seront réalisées grâce à l'avancement technologique et les nouvelles immobilisations seront partagées entre la municipalité et la compagnie de façon à ce que Goderich perçoive 65% des bénéfices et 35% pour Veolia (McCabe, 2007, p. 48).

*Table 1. Allocation of responsibilities in the Partnership agreement between the Town of Goderich and Veolia Water Canada*

*Tableau 1. Allocation des responsabilités au sein de l'entente de partenariat entre la municipalité de Goderich et Veolia Water Canada.*

Asset Ownership / Propriété des installations	Public: Town owns the facility and there is a 5 year operations agreement with Veolia that is renewed in 5 year increments / Public: La municipalité demeure propriétaire des installations et l'entente est renouvelable chaque 5 ans.
Oversight of fees / Contrôle des tarifs	Public
Capital Invested / Investissement en immobilisation	Capital Improvements since contract – Approximately \$4 million (1/3 Federal, 1/3 Provincial, 1/3 Municipal-Canada Ontario Municipal Infrastructure Program / Les investissements réalisés depuis le début de l'entente sont de l'ordre de 4 millions \$ (1/3 gouvernement fédéral, 1/3 gouvernement provincial et 1/3 Municipal-Canada Ontario Infrastructure Program)
Operation / Opération	Private / Privé
Setting Performance Standards / Établissement des normes de performance	Public
Design and Build / Conception et construction	Mainly Town with some input from Veolia for operations side / En majeure partie public

Sources: P3 Advisors, 2006 and McCabe, 2007

**Public-Private Partnership in the Water sector : The case of the Town of Goderich** (continued from previous page)

**Entente de partenariat public-privé dans le secteur de l'eau : le cas de la municipalité de Goderich**

(Suite de la page précédente)

References / Références :

Canadian Council for Public Private Partnerships = Conseil canadien des partenariats public-privé. (2004). *Position paper : Building a better tomorrow through public private partnerships: Response to the Ontario government's discussion paper on infrastructure financing and procurement.* <http://www.pppcouncil.ca/pdf/ontgov.pdf>

McCabe, Larry. (2007, February 26). *Town of Goderich public private partnerships (Alternative Financing and Procurement-Ontario)*: Presentation to the Association of Municipalities of Manitoba. <http://www.goderich.ca/images/dl-GoderichPartnerships-BrandonManitoba.pdf>

P3 Advisors, Inc. (2006). *The UBC working paper 2006 – 01*. Vancouver, BC: Phelps centre for the study of government and business, Sauder School of Business, University of British Columbia, [http://csgb.ubc.ca/files/p3/2006\\_01\\_p3.pdf](http://csgb.ubc.ca/files/p3/2006_01_p3.pdf)

P3 Advisors, Inc. (2004). *Public private partnerships in rural and northern Canada study final report : Appendix C.* [http://www.rural.gc.ca/ruralreports/partnerships\\_e.phtml](http://www.rural.gc.ca/ruralreports/partnerships_e.phtml)

## Public Private Partnerships

Considering the needs in terms of infrastructure funding, which according to some estimates could be as high as \$125 billion, and the financial situation of provincial governments, authorities have been looking into alternative ways of funding new projects. Public-Private Partnerships (P3s) has been one of the avenues presented as a different way to fund infrastructure projects, and its use has been expanded to other types of projects, such as health care and sport facilities and even social housing. The use of P3s is also spreading to spheres of activity that have been considered as the exclusive responsibilities of governments, such as the construction and operation of prisons. Although they have been used for several years, the federal government and some provincial governments have recently put in place initiatives to promote the use of P3s for specific types of projects.

The increasing needs in infrastructure and public service delivery have driven governments to look for “new methods of production and delivery of public services” (Bettignies and Ross, 2004, p. 135). Governments and municipalities are doing just that as they turned to “Alternative service delivery” mechanisms with P3s being one of the most common ones. “At the heart of the partnership approach is governments’ desire to bring private money and management to the public-service provision” (Poschmann, 2003, p. 2).

It is also important to note that P3s or Alternative service delivery, as it is often referred to in Ontario can mean different things. Akintoye defines P3s as “contractual arrangement between a public sector agency and a for-profit private sector concern, whereby resources and risks are shared for the purpose of delivery of a public service or development of public infrastructure” (Akintoye et al., 2004 in Aït Ouyahia, 2006). Koppenjan and Van Ham (2001 in Hodge and Greve, 2004) define a P3 as “cooperation of some sort of durability between public and private actors in which they jointly develop products and services and share risks, costs and resources which are connected with these products”. P3 also incorporates many types of partnerships and ways to involve private companies in the provision of public services. “These forms of privatization differ in the magnitude to which they move ownership, finance, and accountability out of the public sector and into private hands” (Aït Ouyahia, 2006, p. 7).

## Les Partenariats Public-Privé

Dans le contexte des besoins considérables en matière d’infrastructure — qui selon certaines estimations, pourraient atteindre 125 milliards \$ — et la situation financière des gouvernements provinciaux, on a pu constater un intérêt grandissant pour des mécanismes de financement alternatifs des projets d’infrastructure et de services publics. Les partenariats public-privé (PPP) sont présentés comme une alternative aux traditionnels mécanismes de financement des projets d’infrastructure et leur usage a été étendu à d’autres types de projet dans des domaines tel que les soins de santé, les équipements sportifs, le logement social et même les prisons. Cela dit, même s’ils sont utilisés depuis plusieurs années, le gouvernement fédéral et certains gouvernements des provinces ont mis sur pied un certain nombre de mesures visant à faire la promotion des PPPs.

Les besoins grandissants en matière d’infrastructure et de services publics a conduit les gouvernements à rechercher de nouveaux mécanismes de production et de prestation des services publics (Bettignies et Ross, 2004, p. 135). C’est exactement ce que font les gouvernements et les municipalités en adoptant différentes approches alternatives de prestation des services et les PPPs offrent une opportunité d’obtenir le financement nécessaire. « At the heart of the partnership approach is governments’ desire to bring private money and management to the public-service provision » (Poschmann, 2003, p. 2).

Il est cependant important de noter qu’il existe plusieurs méthodes alternatives de prestation des services publics et plusieurs types de PPPs. Akintoye définit un PPP comme étant un : « arrangement contractuel entre une organisation publique et une organisation privée à but lucratif, dans lequel les ressources et les risques sont partagés dans le but d’offrir un service public ou de développer une infrastructure à caractère public » (traduction libre de Akintoye et al., 2004 in Aït Ouyahia, 2006). Koppenjan et Van Ham (2001 in Hodge et Greve, 2004) définissent un PPP comme étant un « mécanisme de coopération d’une durée plus ou moins longue entre le secteur public et des acteurs du secteur privé dans lequel ils développent des produits et des services en commun et partagent les risques, les coûts et les ressources en lien avec ces produits ». D’autre part, sous le vocable PPP, il existe plusieurs types d’ententes qui laissent une place plus ou moins grande au secteur privé. « These forms of privatization

### Public Private Partnerships (continued from previous page)

The chart below is an example of the possible level of private involvement in the water services sector.

*Table 1: Allocation of Public/Private Responsibilities across Different Forms of Private Involvement in Water Services.*

	Setting Performance Standards / Mise en place des normes de rendement	Asset Ownership / Propriétés des actifs	Capital Investment / Investissement en immobilisation	Design and Build / Conception et construction	Operation / Exploitation	User Fee Collection / Recouvrement des frais d'utilisation	Oversight of Performance and Fee / Contrôle du rendement et des frais d'utilisation
Fully Public Provision / Services entièrement publics	Public	Public	Public	Public	Public	Public	Public
Passive Private Investment / Investissement passif privé	Public	Public	Public-Private / Public-Privé	Public	Public	Public	Public
Design and Construct Contracts / Contrat de conception et de construction	Public	Public	Public	Private	Public	Public	Public
Service Contract / Contrat	Public	Public	Public	Public	Private	Public	Public
Joint Venture / Société en participation	Public	Public-Private / Public-Privé	Public-Private / Public-Privé	Public-Private / Public-Privé	Public-Private / Public-Privé	Public-Private / Public-Privé	Public
Build, Operate, and Transfer / Construction, exploitation et transfert	Public	Public	Private	Private	Private	Public	Public
Concession Contracts / Contrat de concession	Public	Public	Private	Private	Private	Private	Public
Passive Public Investment / Investissement passif public	Public	Private	Public-Private / Public-Privé	Private	Private	Private	Public
Fully Private Provision / Services entièrement privés	Public	Private	Private	Private	Private	Private	Public

Source: OECD, 2000 in Aït Ouyahia, 2006, p. 7

Europe in general seems to be increasingly relying on public-private partnerships for the delivery of public services like water. In fact, of the 290 million people served by private water companies worldwide, 126 million of them are living in Europe. The United Kingdom is certainly the leader in that respect. In 1992, continuing with the reduction of state intervention policy implemented during Margaret Thatcher's years in power, the following UK government launched in 1992, the Private Finance Initiative which contributed strongly to a greater integration of pri-

### Les Partenariats Public-Privé (Suite de la page précédente)

differ in the magnitude to which they move ownership, finance, and accountability out of the public sector and into private hands » (Aït Ouyahia, 2006, p. 7). La charte qui suit nous offre un aperçu des différents types de partenariats publics-privés dans le domaine de l'eau.

*Tableau 1: Répartition des responsabilités entre les secteurs public et privé dans les différentes formes de participation du secteur privé dans les services d'eau.*

Source: OCDE, 2000 dans Ouyahia, 2006, p. 8

L'Europe, règle générale, semble miser de plus en plus sur les partenariats public-privé pour la prestation de services publics comme l'eau. En fait, sur les 290 millions de personnes desservies par une compagnie de service d'eau dans le monde, 126 millions d'entre eux habitent en Europe. Parmi les pays d'Europe, le Royaume-Uni est certainement le leader dans le domaine et l'endroit où le recours aux PPPs comme mode de prestation des services est le plus populaire. Continuant sur la lancée de la réduction de l'intervention

## Public Private Partnerships (continued from previous page)

funding mechanisms in public service delivery and infrastructures. "Under the PFI, private sector firms take on the responsibility for providing a public service including enhancing and constructing the necessary infrastructure" (Corner, in Hodge and Greve, 2005, p. 44). Initially, PFIs were limited to transportation projects, but have been used in a variety of sectors including schools and health care facilities (Bettignies and Ross, 2004, p. 136). The magnitude of the program is quite impressive as more than 10% of the total investment in the UK public sector in 2003 came through PFI contracts (Corner, in Hodge and Greve, 2005, p. 44). Other European countries, including France, have a long experience of public-private partnerships in the delivery of municipal public services. As for the USA, P3s have been used for social policies as well, including social services, welfare service provision, construction and operation of prisons, education and administrative and even managerial services (Greve and Hodge, 2005, p. 10).

P3s are also fairly common in Canada as well and are likely to be used even more as governments and municipalities have considerable financial constraints but increasing needs in infrastructure building and maintenance. P3 projects are used from coast to coast in fields like water services and include several well publicised initiatives in the transportation sector. One of these high profile P3 initiatives of the last several years is the Confederation Bridge between New Brunswick and Prince Edward Island and the \$3.1 billion 407 ETR toll highway in Ontario marked by the tumultuous relationship between the government and the toll road concessionaire<sup>1</sup>. P3s in Ontario are not limited to roads as there are a couple of water-related projects in Ontario, including the case of the Town of Goderich (see article p. 1). BC has a several ongoing P3 projects like The Translink's Golden Ears Bridge that has benefited from public and private funding. Finally, one of the more interesting P3 project is located in BC: the 188 kilometre Sierra-Yoyo Desan Road located near the Alaska Highway. The SYD Resource Road is open to the general public, although it is mainly used for servicing and supplying the oil and gas industry. The P3 is actually a 16-year \$40-million partnership agreement in which SYD Road Limited Partnership and its general partner, Ledcor SYD are responsible for improvements to certain

---

1. Over the years, the government of Ontario and ETR 407 have had numerous legal proceedings related to the interpretation of the contract ranging from money matters, dealing with unpaid tolls and the calculation of toll rates.

## Les Partenariats Public-Privé (Suite de la page précédente)

de l'État entreprise sous le régime de Margaret Thatcher, le gouvernement britannique lança en 1992, le politique « Private Finance Initiative (PFI) », laquelle a contribué fortement à une plus grande intégration du financement privé dans les mécanismes de prestation des services publics et dans les infrastructures. Sous la PFI, l'implication du secteur privé dépasse le volet financement puisque dans certains cas, ce sont « les firmes du secteur privé qui prennent la responsabilité de fournir un service public y compris l'amélioration et la construction des infrastructures nécessaires » (Corner, dans Hodge et Greve, 2005, p. 44). Initialement, la PFI était limitée au domaine du transport, mais ensuite, la pratique s'est étendue à d'autres secteurs dont les écoles et les établissements de soins de santé (Bettignies et Ross, 2004, p. 136). Les résultats du programme ne sont pas à négliger, puisqu'en 2003, plus de 10% des investissements dans le secteur public au Royaume-Uni est survenu par l'entremise du programme PFI (Corner, dans Hodge et Greve, 2005, p. 44). D'autres pays d'Europe dont la France ont également une longue histoire de partenariats public-privé dans la fourniture de services publics. Pour ce qui est des États-Unis, les PPPs sont également utilisés dans plusieurs contextes, y compris certaines politiques et programmes sociaux comme la prestation de service d'aide sociale, la construction et l'opération de prisons, l'éducation et les services administratifs et de gestion (Greve et Hodge, 2005, p. 10).

Les PPPs sont aussi une pratique commune au Canada et sont en voie d'être utilisées encore plus souvent, étant donné les contraintes financières importantes des gouvernements et des municipalités et les besoins importants en matière de construction et de maintien des infrastructures. Les PPPs sont maintenant utilisés d'un océan à l'autre dans des domaines comme l'eau et le transport où l'on y compte plusieurs projets qui ont fait l'objet d'une couverture médiatique importante. Parmi ceux-ci, notons des projets de grande envergure comme le Pont de la Confédération qui relie le Nouveau-Brunswick à l'Île-du-Prince-Édouard et l'autoroute ETR 407 dans la région de Toronto, un projet d'une valeur de 3,1 milliards \$, marqué par les relations tumultueuses entre le gouvernement ontarien et le concessionnaire<sup>1</sup>.

---

1. Depuis quelques années, le gouvernement de l'Ontario et le consortium ETR 407 ont eu plusieurs démêlés quant à l'interprétation de certaines dispositions du contrat, notamment en ce qui concerne les montants d'argent à payer par le gouvernement, les procédures de recouvrement des comptes non-payés et le calcul du montant des péages.

### Public Private Partnerships (continued from previous page)

sections of the road, design and the construction of bypass sections and a bridge over the Nelson River as well as a series of improvements and the maintenance of the road for the length of the agreement.

In the context of this emerging trend, the federal government has decided to put in place mechanisms aimed at promoting the use of P3s. In the 2007 federal budget, the government of Canada allocated \$25 million, over the next 5 years, for the creation of a new federal office that will negotiate public-private partnerships. The mandate of the office will be to identify opportunities and to foster public-private partnerships at the federal level. The office will also be responsible for overseeing the assessment of public-private partnership options for projects seeking funding from federal infrastructure initiatives. The Minister of Finance and the Minister of Transport, Infrastructure and Communities will be responsible for establishing and managing the office.

Provincial governments have also been active promoting P3s and in some cases, have been doing it for a fairly long time. British Columbia, Ontario and Québec have also established provincial offices that oversee P3's. Infrastructure Ontario, created by the Government of Ontario, is responsible for implementing alternative financing and procurement projects. *Partnerships BC* is responsible for structuring and implementing partnership solutions which serve the public interest. The *Agence des partenariats public-privé* has been doing the same thing in Québec since 2005. The mission of the agency is to contribute to the renewal of public infrastructures and the enhancement of services delivered to citizens through public-private partnerships. However, municipal associations in Québec advocated strongly to have municipal projects excluded from the obligation of being assessed by the new agency. The government listened to their concerns and granted their request. That being said, it does not mean that municipalities do not undertake public-private partnership. In fact they are fairly common.

In conclusion, although P3s have provided governments with new funding arrangements for areas of need, like infrastructure and other public services, P3s are criticized from both the right and the left. The main criticisms of P3s revolve around the fact they fail to represent the public interest and that they serve entrepreneurial interests (Davidson, 2004 in Greve and Hodge, 2005, p. 9). Other observers say that P3s provide only limited levels of transparency and are said to be too complex financial partnerships (Greve and Hodge, 2005,

### Les Partenariats Public-Privé (Suite de la page précédente)

Par ailleurs, l'utilisation des PPPs en Ontario n'est pas limitée aux routes et on y retrouve notamment, plusieurs projets gérés en partenariat dans le domaine de l'eau comme celui de la municipalité de Goderich (voir article, p.) La Colombie-Britannique compte également plusieurs projets qui misent sur du financement privé et public tel que le projet du Pont *Golden Ears* de *Translink*. De plus, un des projets de type PPP les plus innovateurs se trouve aussi en Colombie-Britannique. Il s'agit de la route Sierra-Yoyo Desan (SYD), un tronçon située à proximité de l'autoroute de l'Alaska, dans le nord de la province. La route SYD, utilisée principalement pour le transport et l'accès aux ressources naturelles comme les ressources forestières, le pétrole et le gaz naturel, est aussi accessible au public. Le partenariat est une entente d'une durée de 16 ans et d'une valeur de 40 millions \$ dans laquelle *SYD Road Limited Partnership* et son principal actionnaire, *Ledcor SYD* s'engagent à améliorer certains tronçons de la route, construire des voies de contournement et un pont au-dessus de la Rivière Nelson ainsi qu'une série d'autres améliorations et l'entretien pour la durée de l'entente.

Dans le contexte où les PPPs s'avèrent une alternative intéressante aux modes de financement traditionnels, le gouvernement fédéral a décidé de mettre en place des mécanismes destinés à faire la promotion des PPPs pour certains types de projet. Le Budget 2007 prévoit en effet un montant de 25 millions \$ sur 5 ans pour la création d'un bureau des partenariats publics-privés. La mission de ce bureau sera d'identifier des opportunités de partenariat pour le gouvernement fédéral et de les mettre en œuvre. Le bureau devra aussi voir à l'évaluation des opportunités de PPP dans les projets qui misent sur un financement d'un des programmes d'infrastructure fédéraux. Le ministre des Finances et le ministre des Transports, Infrastructures et Collectivités sont en charge de la création et de l'administration de cette nouvelle agence.

Les gouvernements provinciaux sont aussi actifs en matière de promotion des PPPs et dans certains cas, ils le font depuis longtemps. La Colombie-Britannique, l'Ontario et le Québec ont aussi créé des bureaux chargés de faire la promotion de modes de financement alternatifs des projets d'infrastructure et de services publics. Infrastructure Ontario a pour mandat de mettre en place des mécanismes de financement et d'acquisition alternatifs. En Colombie-Britannique, *Partnerships BC* est responsable de la structure et de la mise en œuvre de solutions de partenariat qui servent l'intérêt public de la province. L'Agence des partenariats public-privé fait



### Public Private Partnerships (continued from previous page)

p. 9). Since privately financed infrastructures tend to be conceived and built faster, some observers wonder if it is always possible “to procure services in a way that is simultaneously faster, better and cheaper than the alternative; in practice, one of these qualities is likely to fall by the wayside” (Poschmann, 2003, p. 4). That is why each sector may also have specific concerns over the implementation of P3s. For example, in the transportation sector, specific concerns arise in regard to safety standards and political desirability of tolling or as in the case of the 407 highway, control over fee increases. In other sectors, like water, P3s remain rather controversial because of very limited competition. “Unlike the telecommunications and electricity sectors, competition is very limited in the water sector. The international water market is dominated by two French multinationals, Suez and Veolia (formerly Vivendi), and experience does not show any successful competition model” (Aït Ouyahia, 2006, p. 5). Despite these criticisms, the increasing use of Public Private Partnerships is likely to change the way we view the design and the delivery of certain public services.

### Les Partenariats Public-Privé (Suite de la page précédente)

sensiblement la même chose au Québec depuis 2005. La mission de l'Agence est de contribuer au renouvellement des infrastructures des infrastructures publiques et à l'amélioration des services donnés aux citoyens à travers les PPPs. Cependant, les associations municipales au Québec ont fait pression pour voir les projets municipaux exclus de l'obligation d'être évalués par l'Agence. Le gouvernement a écouté leurs doléances et a exaucé leur vœu. Cela dit, les municipalités peuvent néanmoins signer des ententes de type PPP. En réalité, ces ententes, dans une forme ou une autre, sont pratique courante chez les municipalités québécoises.

En conclusion, même si les PPPs ont fournis aux gouvernements de nouvelles possibilités en termes de financement dans des domaines où les besoins sont considérables, comme les infrastructures et certains services publics, ces arrangements demeurent l'objet de critiques de parts et d'autres. Les principales critiques à l'endroit des PPPs tournent autour du fait qu'ils ne représentent pas l'intérêt public et qu'ils servent les intérêts des entrepreneurs (Davidson, 2004 dans Greve et Hodge, 2005, p. 9). D'autres observateurs soutiennent que la gestion des PPPs n'est pas suffisamment transparente et qu'ils sont souvent des partenariats financiers complexes (Greve et Hodge, 2005, p. 9). Puis, étant donné que les infrastructures financées par le secteur privé ont tendance à être conçues et construites plus rapidement, certains auteurs se demandent s'il est toujours possible d'offrir des services d'une façon qui est à la fois plus rapide, de meilleure qualité et moins chère que l'alternative. Il est réaliste de penser qu'une de ces « qualités » risquent de prendre le bord (Poschmann, 2003, p. 4). De plus, chaque secteur a ses propres contraintes quant à la réalisation de PPPs. Par exemple, pour ce qui est du secteur des transports, la réalisation de PPP soulèvent des craintes quant au respect des normes de sécurité et aux répercussions politiques découlant de l'imposition du païeage, ou encore, comme ce fut le cas avec l'autoroute 407, des problèmes liés au contrôle sur l'augmentation des tarifs. Dans d'autres secteurs comme l'eau, les PPPs demeurent sujet à controverse étant donné le peu de compétition entre les firmes privées. « À la différence des secteurs des télécommunications et de l'électricité, la concurrence est très limitée dans le secteur de l'eau. Le marché de l'eau est dominé par deux multinationales françaises, Suez et Veolia (anciennement Vivendi) et aucun modèle de compétition n'a fait ses preuves » (Aït Ouyahia, 2006, p. 5). En dépit de ces critiques, l'augmentation des PPP annonce probablement un changement dans la façon de concevoir la prestation de services publics.

**Public Private Partnerships (continued from previous page)****Les Partenariats Public-Privé (Suite de la page précédente)**

## Bibliography / Bibliographie :

De Bettignies, Jean-Etienne & Ross, Thomas W. (2004). The Economics of Public-Private Partnerships. *Canadian Public Policy*. 30 (2), 135-154.

Greve, Carsten & Hodge, Graeme (Ed.). (2005). *The Challenge of Public-Private Partnerships: Learning from International Experience*. Cheltenham, UK: Edward Elgar.

Ouyahia, Meriem Aït. (2006). *Public-Private Partnerships for Funding Municipal Drinking Water Infrastructure: What are the Challenges?*: Discussion Paper. Ottawa, ON: Policy Research Initiative = Projet de recherche sur les politiques.

Poschmann, Finn. (2003). *Private Means to Public Ends: The Future of Public-Private Partnerships*. (C.D. Howe Commentary). Ottawa, ON: C.D. Howe Institute.

l'Agence des partenariats public-privé du Québec

<http://www.ppp.gouv.qc.ca/index.asp>

<http://www.ppp.gouv.qc.ca/index.asp?lang=en>

Federal Budget highlights

<http://www.budget.gc.ca/2007/bp/bpc5be.html>

Infrastructure Ontario

<http://www.infrastructureontario.ca/en/index.asp>

Partnerships BC

<http://www.partnershipsbc.ca/>

## Sidney, BC: the SHOAL Centre

In 2004 the Canadian Council for Public Private Partnerships awarded the Gold Award for Infrastructure to the partnership of the Town of Sidney, BC and SCH Group for The SHOAL Centre, Sidney BC (Seniors Recreation Centre) project. The purpose of the annual awards is to award governments and their private sector partners for excellence in their public-private partnership which benefits the public interest (Canadian Council for Public Private Partnerships, 2004). Sidney had a need for a senior's recreational centre since its current one had become too small due to a rise in the senior population. The dated facility had become too small in the face of a seniors population that had doubled. If the town had financed the project itself, property taxes would have increased by 3% and a referendum proposal would have had to been submitted. Consequently, the town looked to find a private sector partner to help build the senior recreational centre to accommodate the present and future needs of its growing senior's population.

The partner, SCH Group, designed, built, and financed the multi-storey building on the land provided by the town, and the town retained ownership of the land and the first floor of the building, which would become the recreation centre. The agreement allowed the private partner to develop the airspace above the first floor for independent and assisted living units which were to be privately held, but the town stipulated in the agreement that some of the units had to be rent-geared-to-income and fair market value. The private group received \$10 million in the form of a construction mortgage and invested \$3 million in equity (The Canadian Council for Public Private Partnerships, 2006).

The partnership was a success since the recreational centre was acquired by Sidney with no tax increases, and a successful senior's community was developed due to the housing, recreational centre, home-support, and medical services all being provided on the same site. The recreation centre is leased to a non-profit organization called Silver Threads Society, which provides the programming, and it in turn sublets the kitchen and professional space. This has resulted in reducing the need of an operating grant of \$75,000 for Silver Society from the town. As such, the town actually gains additional tax revenues from the private portions rented out, approximately \$50,000 annually.

## Le SHOAL Centre de Sidney, C-B

En 2004, le Conseil canadien pour les partenariats public-privé a accordé le prix *Gold* dans la catégorie infrastructure à la Ville de Sidney et au groupe SCH concernant le projet du SHOAL Centre (un centre de loisir pour personnes âgées). Ce prix remis chaque année à un gouvernement et à son partenaire du secteur privé, récompense l'excellence des initiatives de partenariat qui bénéficient à l'intérêt public (Conseil canadien des partenariats public-privé, 2004). L'initiative en question est née du besoin de la ville de remplacer ses installations de loisir existantes devenues désuètes et trop petites pour combler les besoins de la population vieillissante. La Ville s'est donc mis à la recherche d'une solution pour construire un nouveau centre de loisir pour personnes âgées sans avoir à augmenter les taxes. Selon les estimations, si le nouveau centre avait été construit par la Ville, cela aurait entraîné une hausse des taxes municipales de l'ordre de 3% et une proposition de référendum aurait dû être présentée aux citoyens. En conséquence, la Ville s'est tournée vers le secteur privé afin de trouver un partenaire prêt intéressé au projet d'un complexe comprenant un centre de loisirs.

Le partenaire choisi, le groupe SCH, fut mandaté pour concevoir, construire et financer le bâtiment de plusieurs étages sur un terrain fourni par la Ville. Selon l'entente, la Ville demeure propriétaire du terrain et du premier étage du bâtiment où se trouve le centre de loisir. Pour ce qui est des étages supérieures, elles appartiennent au partenaire privé qui peut y construire des logements pour personnes autonomes ou en perte d'autonomie, mais une partie de ceux-ci doivent être vendus à un prix respectant la valeur du marché et une autre partie est réservé pour des locataires à faible-revenu. Un des aspects particuliers de l'entente a trait au fait que les risques sont assumés en quasi-totalité par le groupe SCH. Par ailleurs, le groupe SCH a reçu 10 millions \$ sous la forme d'une hypothèque et a fait une mise de fonds de l'ordre de 3 millions \$.

**Sidney, BC: the SHOAL Centre (continued from previous page)****Le SHOAL Centre de Sidney, C-B (Suite de la page précédente)**

Le partenariat est perçu comme un succès compte tenu du fait que le centre de loisir fut construit par sans que la ville n'ait eu à augmenter son impôt foncier. Pour le moment, le moment, la Ville de Sidney a décidé de louer le centre à un organisme à but non lucratif local appelé Silver Threads Society qui l'opère pour une durée prédéterminée. Celui-ci sous-loue des locaux non-utilisés et les revenus ainsi générés permettent à la Ville de réduire ses subventions à l'organisme d'environ 75 000\$. De plus, cela permet à la Ville d'empocher approximativement 50 000\$ en revenus d'impôt additionnels grâce locaux loués.

## References / Références :

Canadian Council for Public Private Partnerships = Conseil canadien pour les partenariats public-privé. (2006). *Canadian PPP project directory: Selected public-private partnerships across Canada*.

Canadian Council for Public Private Partnerships = Conseil canadien pour les partenariats public-privé. (2004). *National awards 2004 winners*. Accessed on July 9, 2007 from [http://www.pppcouncil.ca/nationalAwards\\_winners2004.asp](http://www.pppcouncil.ca/nationalAwards_winners2004.asp).

## Public-Private Partnerships (Documents) / Les Partenariats Public-Privé (Documents)

Each month we will highlight a particular subject and illustrate what recent materials we have in the library to support it. This month, we have selected items that focus on public-private partnerships.

Chaque mois, nous allons mettre en évidence un sujet particulier accompagné d'une liste de documents de référence récents en notre possession. Le thème ce mois-ci est les partenariats public-privé.

- Entwistle, Tom; Bristow, Gilliam; & Hines, Frances. (2007, January). The dysfunctions of markets, hierarchies and networks in the meta-governance of partnership. *Urban studies*. 44(1), 63-79. (MI673)
- Gunther, Catherine; Duncan, Jamie & Daley, Will. (2007, April). Ipsos Reid / Municipal World survey: Canadians assess public infrastructure priorities and government performance. *Municipal world*. 117(4), 5-6, 68. (GI218)
- Haskill, Scott. (2007, April = avril). Western Canada rail transit construction update = Le point sur la construction de systems sur rail dans l'Ouest canadien. *Canadian tranist forum = Forum canadien sur le transport collectif*. 17(2), 15-17; 18-20. (TH550)
- Miara, James. (2007, March). Racing to board the WiFi train. *Urban land*. 66(3), 88-91. (QH054)
- Swope, Chritopher. (2007, May). Working without wires : municipal WiFi is coming : government employees, not citizens may be the biggest users. *Governing*. 20(8), 28-32, 34 (QG061)
- Chamberland, Denis. (2006, September/October). Municipal water and wastewater: Working with the private sector in a public-private partnership. *Municipal monitor*. 10(5), 15-17. (MH1220)
- Greig, David. (2006, Summer). Viva rapid transit: The heart of sustainable urban development in York Region. *Plan Canada*. 46(2), 21-24. (TH535)
- Hemphill, Lesley [et al.]. (2006, January). Leadership, power and multisector urban regeneration partnerships. *Urban studies*. 43(1), 59-80. (UI386)
- Ouyahia, Meriem Aït. (2006, May = mai). Is there a place for public-private partnerships for municipal drinking water infrastructure in Canada? = Y a-t-il une place au Canada pour des partenariats public-privé en matière d'infrastructures municipals d'eau potable? *Horizons*. 9(1), 45-48. (MH1214)
- Ouyahia, Meriem Aït. (2006). *Public-private partnerships for funding municipal drinking water infrastructure: What are the challenges: Discussion paper = Le partenariat public-privé pour financer les infrastructures municipals d'eau potable: Quels sont les défis? : Document de discussion*. [Ottawa]: Policy Research Institute. (MH1212)
- Ramonjavelo, Valéry; Préfontaine, Lise & Skander, Dorra. (2006, Automne). Une assise au développement des PPP: La confiance institutionnelle, interorganisationnelle et interpersonnelle. *Administration publique du Canada*. 49(3), 350-374. (GI207)
- Saunders, William S. (2006). *Urban planning today: A Harvard design magazine reader*. Minneapolis ; London: University of Minnesota Press. (UH754)
- Siemietycki, Matti. (2006, Winter). Implications of private-public partnerships on the development of urban public transit infrastructure: The case of Vancouver, Canada. *Journal of planning education and research*. 26(2), 137-151. (TI393)
- Swope, Christopher. (2006, May). WiFi free-for-fall. *Governing*. 19(8), 54-56, 58. (QH048)
- Tindal, Richard C. & Tindal, Susan Nobes. (2006). *Guide to good municipal governance*. Toronto: Municipal world. (MG1069)

## Public-Private Partnerships (Documents) / Les Partenariats Public-Privé (documents)

- Côté, Louis. (2005, février). Partenariats public-privé. *Télescope: Revue d'analyse comparée en administration publique*. 12(1). (GH922)
- Delaney, Richard & McCallum, Stephani Roy. (2005, March/April). Committing to listen: Assessing your municipality's need for a public participation policy. *Municipal monitor*. 9(2), 7-12. (MH1168)
- Hodge, Graeme & Greve, Carsten. (2005). *Challenge of public-private partnerships: Learning from international experiences*. Cheltenham ; Northampton, MA: Edward Elgar. (GH935)
- Mehra, Natalie. (2005). *Flawed failed abandoned: 100 P3s: Canadian & international evidence*. Ottawa: National Union of Public and General Employees. (GH942)
- Norman, Donald C. (2005, May/June). Alternative service delivery: Taking a creative approach to service delivery. *Municipal monitor*. 9(3), 13-16. (MG1008)
- Akkawi, Abraham. (2004). Public-private partnerships: An infrastructure and service delivery tool for smaller municipalities? *Municipal world*. 114(4), 17-18, 50. (MH1135)
- Aubert, Benoit A. & Patry, Michel. (2004). Partenariats public-privé : Une option à découvrir. [Montréal] : Centre interuniversitaire de recherche en analyse des organisations. (G1182)
- Bettignies, Jean-Etienne de & Ross, Thomas. (2004). Economics of public-private partnerships. *Canadian public policy*. 30(2), 135-154. (EC447)
- Bryant-Besharah, Bonny. (2004, August). P3 success in Ottawa: Bell Sensplex-Recreational Facility. *Municipal world*. 114(8), 19, 21-22, 39. (RC201)
- Infrastructure Canada. (2004). *Infrastructure financing: A literature review of financing mechanisms = Financement des infrastructures : Une analyse de la documentation sur les mécanismes de financement*. Ottawa: Infrastructure Canada. (GH920)
- Rust-D'Eye, George H. (2004, January). P3 deals: Dangers of compromise of interest. *Municipal world*. 114(1), 23-26, 42. (MH1123)
- Agranoff, Robert & McGuire, Michael. (2003). *Collaborative public management: New strategies for local government*. Washington, D.C.: Georgetown University Press. (MI551)
- Binger, Gary & Sedway, Paul. (2003, September). Partnering for smart growth success. *Urban land*. 62(9), 96-99, 139-140. (RG318)
- Bridgeman, Rae. (2003, Winter). Bridging public-private partnerships in a case study of housing and employment training for homeless youth. *Canadian journal of urban research*. 12(2), 205-230. (MH1140)
- Cristóbal-Pinto, Carlos. (2003, November). Public-private partnerships in Madrid: Best practice case. *Public transport international*. 52(6), 20-23. (TH488)
- Fuller, Sylvia. (Ed.). (2003). *Assessing the record of public-private partnerships : proceedings of a CCPA-BC public forum*. Ottawa: Canadian Centre for Policy Alternatives (MH1246)
- Morley, Malcolm. (2003, March). Managing PPPs and risk. *Municipal world*. 113(3), 11-12, 33. (MH1088)
- Poschmann, Finn. (2003). *Private means to public ends: The future of public-private partnerships*. Toronto: C.D. Howe Institute. (GH871)

## Upcoming Conferences (August and September 2007) / Colloques et conférences (août et septembre 2007)

**August 19-22, 2007 / 19-22 août 2007**

**Ottawa (Ontario)**

**Association of Municipalities of Ontario Annual Conference**

Information: Association of municipalities of Ontario,  
393 University Ave., Suite 1701, Toronto, ON M5G 1E6.  
Tel.: (416) 971-9856 ext. 330. Email: amo@amo.on.ca  
Internet: <http://www.amo.on.ca/Content/NavigationMenu/Events/AMOAnnualConference/2007/default.htm>

**August 20-23, 2007 / 20-23 août 2007**

**Washington, D.C.**

**45th Annual Conference of the Urban and Regional Information Systems Association**

Information: Urban and Regional Information Systems Association (URISA)  
1460 Renaissance Drive, Suite 305, Park Ridge, IL 60068, USA.  
Tel.: (847) 824-6300. Fax: (847) 824-6363.

**August 26-29, 2007 / 26-29 août 2007**

**Winnipeg (Manitoba)**

**IPAC Annual Conference**

Information: Institute of Public Administration of Canada (IPAC)  
1075 Bay Street, Suite 401, Toronto, Ontario M5S 2B1.  
Tel.: (416) 924-8787 ext. 228. Fax: (416) 924 4992.  
Email: wfeldman@ipac.ca  
Internet: <http://www.2007winnipegipac.ca/>

**September 5-7, 2007 / 5-7 septembre 2007**

**Lloydminster (Alberta)**

**Alberta Rural Municipal Administrators' Association 2007 Conference**

Information: Alberta Rural Municipal Administrators' Association (ARMAA),  
Tel.: (780) 875-4404. Email: d\_vschmaltz@shaw.ca  
Internet: <http://www.aamdc.com/ARMAA/?p=5>

**September 9-12, 2007 / 9-12 septembre 2007**

**San Antonio (Texas)**

**2007 American Public Works Association International Public Works Congress & Exposition**

Information: American Public Works Association (APWA),  
2345 Grand Blvd, Suite 700, Kansas City, MO 64108-2625, USA.  
Tel.: 1-800-786-2209. Fax: (210) 271-7528.  
Internet: <http://www.apwa.net/congress>

**September 12-14, 2007 / 12-14 septembre 2007**

**Orillia (Ontario)**

**OMHRA Fall Conference 2007**

Information: Ontario Municipal Human Resources Association,  
P.O. Box 21047, Stratford, ON N5A 7V4.  
Tel.: (519) 275-3690. Fax: (519) 275-2676. Email: admin@omhra.on.ca

**September 12-14, 2007 / 12-14 septembre 2007**

**Glasgow (Scotland / Écosse)**

**The Vital City: The European Urban Research Association 10th Anniversary Conference**

Information: European Urban Research Association (EURA)  
4B, 50 Speirs Wharf, Port Dundas, Glasgow, G4 9TH, Scotland.  
Tel.: +44 (0) 141 330 3664. Fax: +44 (0) 141 330 4983.  
Email: e.m.nicholson@lbss.gla.ac.uk  
Internet: <http://www.eura2007.org.uk/>

**September 12-14, 2007 / 12-14 septembre 2007**

**Kingston, (Ontario)**

**15th Annual Ontario East Municipal Conference**

Information: Ontario East Municipal Conference (OEMC),  
1500 Blakey Point Rd. East, R.R.1, Prescott, ON K0E 1T0.  
Tel: (613) 925-1498. Fax: (613) 925-1498.  
Email: info@municipalevents.com

**September 13-15, 2007 / 13-15 septembre 2007**

**New Richmond (Québec)**

**Campbellton (New Brunswick / Nouveau-Brunswick)**

**Réaffirmer nos valeurs : pour des communautés : pour des communautés durables : colloque annuel conjoint**

Information: Réseau québécois de villes et villages en santé and  
Mouvement acadien des communautés en santé du Nouveau-Brunswick,  
220, boulevard St-Pierre Ouest, pièce 215, Caraquet, (Nouveau-Brunswick) E1W 1A5.  
Tel.: (506) 727-5667. Fax: (506) 727-0899.  
Email: macsnb@nb.sympatico.ca  
Internet: <http://www.macsnb.ca/colloque%202007.pdf>

**September 15-18, 2007 / 15-18 septembre 2007**

**Saskatoon (Saskatchewan)**

**Economic Developers Association of Canada National Conference**

Information: Economic Developers Association,  
7 Innovation Drive, Flamborough, ON L9H 7H9.  
Tel.: (905) 689-8711. Fax: (905) 689-5925. Email: admin@edac.ca  
Internet: [http://www.edac.ca/html/shtml/edac\\_con.shtml](http://www.edac.ca/html/shtml/edac_con.shtml)

**September 17-18, 2007 / 17-18 septembre 2007**

**Halifax (Nova Scotia / Nouvelle-Écosse)**

**The Power of Green: Building Sustainable Prosperity in Nova Scotia**

Information: Nova Scotia Economic Development and Nova Scotia  
Environment and Labour,  
Kirsten Booth, Bristol Events, Cogswell Tower,  
2000 Barrington Street, Suite 800, Halifax NS B3J 3K1.  
Tel: (902) 491-2549. Fax: (902) 423-2143. Email:  
kbooth@bristolgroup.ca  
Internet: <http://www.thepowerofgreen.ca/>

ICURR will publish, at no cost, brief descriptions of upcoming events of interest to its readers in the Liaison and on the Muniscope website. Submissions should be sent to the attention of Mark Rose (mrose@icurr.org).

Le CIRUR publiera gratuitement une courte description des événements à venir dans le site Muniscope et le bulletin Liaison. Tout avis d'événement doit être adressé au Mark Rose (mrose@icurr.org).

## Upcoming Conferences (August and September 2007) / Colloques et conférences (août et septembre 2007)

**September 19-21, 2007 / 19-21 septembre 2007**

**Moncton (New Brunswick / Nouveau-Brunswick)**  
**17th Annual National Conference, Exhibits and General Meeting of the Composting Council of Canada**

Information: Composting Council of Canada,  
 16 Northumberland Street, Toronto ON M6H 1P7.  
 Tel.: (416) 535-0240. Fax: (416) 536-9892. Email: info@compost.org  
 Internet: [http://www.compost.org/conf2007/conf2007\\_main.htm](http://www.compost.org/conf2007/conf2007_main.htm)

**September 19-23, 2007 / 19-23 septembre 2007**

**Moncton (New Brunswick / Nouveau-Brunswick)**  
**Communities in Bloom Awards**

Information: Communities in Bloom,  
 112 Terry Fox, Kirkland, QC H9H 4M3.  
 Tel: (514) 694-8871. Fax: (514) 694-3725.  
 Email: bloom.fleurs@sympatico.ca  
 Internet: <http://www.communitiesinbloom.ca/awards.php>

**September 24-28, 2007 / 24-28 septembre 2007**

**Vancouver (British Columbia / Colombie-Britannique)**  
**2007 Union of British Columbia Municipalities Convention**

Information: Union of British Columbia Municipalities (UBCM),  
 Suite 60 10551 Shellbridge Way, Richmond, BC V6X 2W9.  
 Tel.: (604) 270-8226. Fax: (604) 270-9116. Email: ubcm@civicnet.bc.ca  
 Internet: <http://www.civicnet.bc.ca/siteengine/activepage.asp?PageID=332>

**September 24-27, 2007 / 24-27 septembre 2007**

**Calgary (Alberta)**  
**Western Cities Conference for Human Resources Professionals: Sharing Municipal Excellence**

Information: City of Calgary,  
 Tel.: (403) 268-2208. E-mail: wilf.steckler@calgary.ca  
 Internet: <http://www.westerncitiesconference.ca/>

**September 25-26, 2007 / 25-26 septembre 2007**

**Toronto (Ontario)**  
**The Future of Canada's Infrastructure : Fourth Annual Summit**

Information: Strategy Institute,  
 401 Richmond Street West, Suite 401, Toronto, Ontario, M5V 3A8.  
 Tel: (416) 944-9200 or 1-866-298-9343. Fax: 416-944-0403 or 1-866-298-9344.  
 Email: registrations@strategyinstitute.com  
 Internet: [http://www.strategyinstitute.com/092507\\_fci4/dsp.php](http://www.strategyinstitute.com/092507_fci4/dsp.php)

**September 26-28, 2007 / 26-28 septembre 2007**

**District of Muskoka (Ontario)**  
**Ontario Municipal Administrator's Association Fall Workshop**  
 Information: Ontario Municipal Administrator's Association (OMAA) and the District of Muskoka,  
 70 Pine Street, Bracebridge, ON P1L 1N3.  
 Tel: (705) 645-2100 Ext. 354. Email: dcrowder@muskoka.on.ca  
 Internet: <http://www.omaamuskoka2007.ca/>

**September 26-28, 2007 / 26-28 septembre 2007**

**Calgary (Alberta)**  
**"20/20 Vision" - 2007 Recycling Council of Alberta Fall Conference**

Information: Recycling Council of Alberta,  
 Box 23, Bluffton, AB T0M 0C0.  
 Tel.: (403) 843-6563. Fax: (403) 843-4156. Email: info@recycle.ab.ca  
 Internet: [http://www.recycle.ab.ca/rca\\_conference\\_2007/index.htm](http://www.recycle.ab.ca/rca_conference_2007/index.htm)

**September 27-29, 2007 / 27-29 septembre 2007**

**Ville de Québec (Québec)**  
**Élus solidaires pour un Québec prospère: 66e édition des Assises Annuelles de la Fédération Québécoise des Municipalités,**

Information: Fédération Québécoise des Municipalités (FQM),  
 2954, boulevard Laurier, bureau 560, Sainte-Foy, QC G1V 4T2.  
 Tel.: (418) 651-3343. Fax: (418) 651-1127. Email: fqm@fqm.ca  
 Internet: [http://www.fqm.ca/documents/divers/Dep\\_Congres.pdf](http://www.fqm.ca/documents/divers/Dep_Congres.pdf)

**September 30 - October 2, 2007 / 30 septembre - 2 octobre 2007**

**St. John's (Newfoundland and Labrador / Terre-Neuve et Labrador)**

**ACWWA 2007 Conference: Trade Show and Exhibition**  
 Information: Atlantic Canada Waterworks Association,  
 ACWWA 2007, P.O Box 2142 Stn A, St. John's, NL A1C 5R6.  
 Tel.: (709) 576-8038. Fax: (709) 576-8625. Email: acwwa2007@stjohns.ca  
 Internet: <http://acwwa.ca/tradeshows/trade%20show%20specs.pdf>

**September 30 - October 3, 2007 / 30 septembre - 3 octobre 2007**

**Ville de Québec (Québec)**  
**CanWEA's 23rd Annual Conference and Tradeshow / 23e Congrès annuel et salon professionnel de l'ACÉÉ**

Information: Canadian Wind Energy Association (CanWEA),  
 Suite 810, 170 Laurier Avenue West, Ottawa, ON K1P 5V5.  
 Tel.: (613) 234-8716 or 1-800-922-6932. Fax: (613) 234-5642. Email: info@canwea.ca  
 Internet: <http://www.canwea.ca/events/en/ConferenceAndEvents.html>



## Information Requests (June - July 2007) / Notes de recherche (juin - juillet 2007)

(examples of work research work undertaken for our Muniscope clients / exemples de travaux de recherche réalisés pour des abonnés Muniscope)

- Municipal electronic permitting and zoning systems in Canada / Systèmes de gestion informatisée des émissions de permis et des règlements de zonage au Canada
- Site reclamation of former snow dumps / Revitalisation des anciens dépôts de neige usée
- Municipal Web practices, policies and guidelines / Pratiques, politiques et guides des services électroniques municipaux
- Overview of Metropolitan Governance mechanisms / Survol de pratiques de gouvernance métropolitaine
- *In-camera*/private meetings of city council procedures/ Procédures liées à la tenue des rencontres à huis clos des conseils municipaux
- Municipal Electronic Voting / Vote électronique municipal

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

To borrow the items listed in this bibliography, please contact the ICURR Library at [icurrlib@icurr.org](mailto:icurrlib@icurr.org) or log-on to the Muniscope website (<http://www.muniscope.ca>) / Pour emprunter les documents figurant sur cette bibliographie, veuillez communiquer avec la bibliothèque du CIRUR ([icurrlib@icurr.org](mailto:icurrlib@icurr.org)) ou aller sur le site de Muniscope (<http://www.muniscope.ca>)

### Communications & Technology / Communication & technologie

#### **QG060 Business-friendly technology procurement : Ontario municipalities move to standardize IT procurement terms.**

/ MILRAD, Louis H.

2007.

From/Tiré de: *Municipal World* 117:6, June 2007, p. 23-24, 40.

3 p.

*Reports on the development of a template document for IT procurement terms for off-the-shelf, commodity level solutions developed by the Regions of Peel, York, and Durham, along with the City of Toronto and the Town of Richmond Hill. It then covers the purpose of the model agreement's inclusion in RFPs*

#### **QI025 Understanding the digital voter experience : the Delvinia report on Internet voting in the 2006 Town of Markham municipal election.**

/ DELVINIA INTERACTIVE INC.

Toronto : Delvinia Interactive, 2007.

73 p. : tables

*Tracks voter feedback and preferences regarding the Town of Markham's municipal election, focusing on Internet voting, which was offered as an option for advanced poll voting for the second straight election. The results for 2006 are compared against the results for 2003. See also: *Internet voting and Canadian e-democracy in practice : the Delvinia report on internet voting in the 2003 Town of Markham municipal election (QI021)**

#### **QG061 Working without wires : municipal WiFi is coming : government employees, not citizens may be the biggest users.**

/ SWOPE, Christopher.

2007.

From/Tiré de: *Governing* 20:8, May 2007, p. 28-32, 34.

6 p. : ill.

*Relates how Corpus Christi, TX, is using wireless technologies to gather and provide information not to its citizenry, but for municipal government purposes. It looks at the City's business model for Wi-Fi through public-private partnerships. It describes how the City uses Wi-Fi to read water meters wirelessly through the Internet and catch water thieves, mapping and digital video for public safety and stopping vandalism, and, in the future, providing access to an emergency medical database for emergency medical technicians and paramedics.*

### Economic Development / Développement économique

#### **EC519 Betting the farm.**

/ PATTON, Zach.

2007.

From/Tiré de: *Governing* 20:6, March 2007, p. 46-48.

3 p. : ill.

*The article weighs in on the realistic economic development prospects of data storage facilities (server farms), basing the majority of the analysis on the wooing of Google by Lenoir, NC, a former single industry town (furniture). It discusses the power consumption of server farms, attracting server farms through tax abatements and grants, the nature of server farms and data storage, security issues, the growing demand for server farms to support Web 2.0, and the perception of having a server farm for future economic development.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

## Environment / Environnement

**HH816 Green buildings in Canada = Bâtiments écologiques au Canada.**

/ CANADA MORTGAGE AND HOUSING CORPORATION = SOCIÉTÉ CANADIENNE D'HYPOTHÈQUES ET DE LOGEMENT.

[Ottawa] : Canada Mortgage and Housing Corporation (CMHC) = Société canadienne d'hypothèques et de logement (SCHL), [2006]

[22] / [22] p. : col. ill.

*Provides an overview of green buildings in Canada and summarizes case studies on the innovative features of green buildings of various scales, building types, and ownership. The buildings examined include: Port Hawkesbury Civic Centre; Pavilions Lassonde, École Polytechnique; TOHU, la Cité des arts du cirque; Emergency Medical Services Fleet Centre; Radiance @ MintoGardens; Mountain Equipment Co-Op (MEC) Store; SC3 Workplace, Smith Carter Architects and Engineers Incorporated; Cardel Place (Nose Creek Recreation Facility); The Silva; and the BC Cancer Agency, Cancer Research Centre.*

*Cette trousse présente un survol de la pratique des bâtiments verts au Canada et résume des études de cas qui présentent diverses innovations ayant trait, notamment, au type de construction et de propriété. Les bâtiments à l'étude comprennent les suivants : le Port Hawkesbury Civic Centre - Stade; les Pavilions Lassonde, École Polytechnique; le TOHU, la Cité des arts du cirque; le Emergency Medical Service Fleet Centre; le Radiance @ MintoGardens; le Magasin de la Mountain Equipment Co-op (MEC); le SC3 Workplace, Smith Carter Architectes et Ingénieurs Inc.; le Cardel Place (Bibliothèque et centre de loisirs Nose Creek); The Silva; et le Centre de la recherche sur le cancer de C.-B.*

**EI452 Limiting imperviousness : are threshold-based policies a good idea?**

/ MOGLEN, Glenn E. & KIM, Sunghye.

2007.

From/Tiré de: Journal of the American Planning Association 73:2, Spring 2007, p. 161-171.

11 p. : tables, graphs, maps, bibl.

*Begins by discussing imperviousness, environmental degradation, and different approaches to estimating imperviousness: based on land use and based on land cover. It then devises a tool for consistently measuring imperviousness and addresses how drainage networks influence imperviousness measurements, illustrating the method through a case study of Howard County, MD. It concludes with recommendations for regulating land based on imperviousness.*

**EG553 Municipal actions to reduce mercury = Actions municipales pour réduire le mercure.**

/ CANADA-ONTARIO AGREEMENT RESPECTING THE GREAT LAKES BASIN ECOSYSTEM = ACCORD CANADA-ONTARIO CONCERNANT L'ÉCOSYSTÈME DU BASSIN DES GRANDES LACS.

[Ottawa] : Canada-Ontario Agreement Respecting the Great Lakes Basin Ecosystem = Accord Canada-Ontario concernant l'écosystème du bassin des Grandes Lacs, 2005 [i.e. 2006]

iv, 47 / vi, 61 p. : col. ill., tables / tableaux, graphs / graphiques, appendices

*Provides guidance on how to develop a municipal mercury elimination policy and plan to reduce mercury releases. It also provides background on the mercury problem, and information on developing municipal mercury programs for re-lamping, adding mercury switch and sensor removal to a municipal white goods program, a mercury collection program, and dental and healthcare initiatives. It offers a copy of the Niagara Regional Mercury Policy and Elimination Plan and examples of other mercury initiatives.*

*Le document fournit des instructions concernant le développement d'une politique municipale d'élimination du mercure et d'un plan de réduction des émissions de mercure. Il présente également un retour sur les problèmes liés à la présence de mercure dans l'eau et fournit de l'information sur comment élaborer des programmes municipaux de remplacement des lampes, d'interdiction des interrupteurs fonctionnels dans les véhicules municipaux et de collecte de mercure. De plus, le document liste une série d'initiatives dans le domaine des soins dentaires et de santé. Finalement, on y retrouve divers exemples d'initiatives de villes canadiennes et une copie de la politique et du plan d'élimination du mercure de la Municipalité régionale de Niagara.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **EI453 Nature count\$ : valuing southern Ontario's natural heritage : final report.**

/ MILLER, Glenn R. & GILMOUR, Brent & NICHOLS, Steve.

Toronto : Canadian Urban Institute, 2006.

[45] p. : tables, graphs, bibl.

*Provides a review of the socio-economic contributions of natural areas (greenspace) in southern Ontario. The study also presents a preview of research needs for a comprehensive investigation of greenspace benefits. Sections include: rural demographics in Ontario: trends, implications, challenges and opportunities; the economic benefits of natural heritage; the social benefits of natural heritage; and natural capital as the basis for a high quality of life.*

### **EH966 Sustainable procurement in practice : lessons from local government.**

/ THOMSON, Joyce & JACKSON, Tim.

2007.

From/Tiré de: *Journal of Environmental Planning and Management* 50:3, May 2007, 421-444.

24 p. : ill., tables, graph, bibl.

*Explores how green procurement is being put into action by local authorities in the UK and how the environmental benefits from choosing a greener product can influence the procurement decision-making process. It examines the UK's commitment to sustainable development, the international framework for UK procurement, and sustainable procurement in other countries.*

### **EH967 Urban wildlife management.**

/ ADAMS, Clark Edward & LINDSEY, Kieran Jane & ASH, Sara J.

Boca Raton FL : Taylor and Francis, 2006.

311 p. : ill. (some col.), tables, graphs, maps, index, bibl.

*Explores urban wildlife management, including a historical analysis, current trends, and future directions. It is broken down into five sections: urban landscapes (wildlife management), urban ecosystems (population dynamics and ecosystems), urban habitats and hazards (green spaces, gray spaces, and urban streams and soils), sociopolitical issues (human dimensions, the stakeholder approach, and legal aspects of urban wildlife management), and special management considerations. One chapter looks at the distribution, abundance, and management of residential Canadian Geese and the urban White-Tailed Deer.*

## Finance / Finances

### **TH553 Congestion relief : assessing the case for road tolls in Canada.**

/ LINDSEY, Robin.

Toronto : C. D. Howe Institute, 2007.

[36] p. : tables, glossary, bibl.

(C. D. Howe Institute commentary ; no. 248 Public services)

*Presents the merits of road pricing and the costs of congestion. It then discusses design considerations, presents examples of road pricing worldwide, and proposes that road pricing should be implemented in Canada, focusing on Canada's nine largest urban centres, and drawing on the experience from Highway 407.*

### **UI472 Following the money : federal and provincial budget balances with Canada's major cities.**

/ KNEEBONE, Ronald D.

Toronto : C. D. Howe Institute, 2007.

[36] p. : tables, graphs, bibl.

(C. D. Howe Institute commentary ; no. 249)

*Focuses on the allocation of reported federal and provincial government spending and revenues in nine Canadian cities: Toronto, Montréal, Vancouver, Calgary, Edmonton, Ottawa, Winnipeg, Québec City, and Hamilton. It demonstrates how the calculations are affected by the income and demographic distributions of their populations. It finds that residents of major cities pay more in taxes than they receive in programs*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **MH1245 Protect your community with financial planning.**

/ KAVANAGH, Shayne.

2007.

From/Tiré de: Public Management 89:5, June 2007, p. 18-20, 22-24.

6 p. : ill.

*Describes how long-term financial planning affects the management of the organization (city and county government), the role of the manager, the budgetary process, and the relationship with the Chief Financial Officer and elected officials based on interviews of six communities: Addison, TX; Brookfield, WI; Gresham, OR; Long Beach, CA; Napa, CA; and San Clemente, CA.*

### **EC520 Staff report for action on new taxation measures - City of Toronto Act, 2006.**

/ HOY, Shirley & PENNACHETTI, Joseph P.

Toronto : City of Toronto, 2007.

[43] p. : ill., tables, graphs, appendices

*Reports on consultations with the public and stakeholders on the potential tax measures identified in the discussion paper presented to the Executive Committee on March 26, 2007 and provides additional information regarding the potential implementation of tax measures, estimation of net revenues, and economic impacts. The report recommends the implementation of two new taxes, a Land Transfer Tax and a Personal Vehicle Ownership Tax, beginning January 2008. It also highlights tax options that are recommended for further study and tax options that are not recommended. The appendices summarize the consultations, the Toronto economy, and the City's fiscal situation. Title taken from running title.*

### **MG1096 Your budget : from axe to aim.**

/ BARNETT, Camille Cates & ATTEBERRY, Darin.

2007.

From/Tiré de: Public Management 89:4, May 2007, p. 6-12.

7 p. : ill., tables, graphs

*Looks at the process of budgeting for outcomes, the benefits of budgeting for outcomes, and the impact of adopting a budgeting for outcomes approach for local governments. Budgeting for outcomes, sometimes referred to as results budgeting or purchasing results, is a process that starts with a set of results and causes the budgeter to determine how these can be achieved rather than looking at the last year's performance and the justifying changes.*

## General / Général

### **GI219 Demographic changes in Canada from 1971 to 2001 across an urban to rural gradient = Changement démographique au Canada de 1971 à 2001 selon un gradient urban-rural.**

/ MALENFANT, Éric Caron & MILAN, Anne & CHARRON, Mathieu.

Ottawa : Statistics Canada = Statistique Canada, 2007.

viii, 29 / viii, 31 p. : tables / tableaux, graphs / graphiques, appendices, bibl.

(Demographic documents ; no. 8 = Documents démographiques ; n. 8)

*Examines demographic differences between urban and rural areas in Canada by analyzing communities along a gradient ranging from the largest metropolitan regions to the most rural areas. It covers: population growth since 1971, factors associated with demographic growth (fertility, internal migration, and immigration), and implications of a variable pace of growth (structure by age and ethnocultural diversity).*

*L'objectif de cet article est de documenter les différences démographiques qui séparent les unes des autres les régions urbaines et rurales du Canada en classant ces régions selon un gradient qui va des plus grandes régions métropolitaines aux milieux les plus ruraux. Le rapport adresse ce qui suit : la croissance démographique depuis 1971, les facteurs de l'accroissement démographique (la fécondité, la migration interne, et l'immigration), et les implications d'un accroissement à vitesse variable (le structure par âge et la diversité ethnoculturelle)*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **HI521 Does residential density increase walking and other physical activity?.**

/ FORSYTH, Ann & OAKES, J. Michael & SCHMITZ, Kathryn.

2007.

From/Tiré de: Urban Studies 44:4, April 2007, p. 679-697.

19 p. : ill., tables, maps, bibl.

*Reports on the findings of a study of walking among 715 people living in residential areas of differing densities in the Twin Cities, MN, that aimed to see if the densities impacted the physical activity levels.*

### **HI522 Local growth control at the ballot box : real effects or symbolic politics?**

/ NGUYEN, Mai Thi.

2007.

From/Tiré de: Journal of Urban Affairs 29:2, May 2007, p. 129-147.

19 p. : tables, bibl.

*Reviews literature on the effect of growth control on: housing prices, the supply and demand of housing, and sociospatial outcomes. It then provides a background on the local political landscape in California relating to growth, focusing on the use of the ballot box to control growth. The rest of the article reports on research that studied whether citizen-enacted growth control policies in California from 1986 to 1999 were effective in achieving slower housing growth or acted as merely a symbolic gesture and whether these gestures had exclusionary consequences for low-income and minority populations.*

## Housing / Habitation

### **HI526 The cost of homelessness and the value of investment in housing support services in Halifax Regional Municipality.**

/ PALERMO, Frank.

[Halifax : Community Action on Homelessness], 2006.

53 p. : tables, graphs

*The study examines homelessness and the costs and benefits of providing supportive housing in Metro Halifax based on data from 9 supportive housing and shelter providers gathered through individual interviews in Halifax. It provides a profile of existing supportive housing services, including the supports they provide and their associated costs. It concludes by discussing supportive housing as a tool and the costs for Halifax, with examples. The paper is part of a community research project supporting the Community Action on Homelessness Research Group coordinated by Halifax Regional Municipality, Community Development Services, Social Policy Development.*

### **HI525 Cycles of homelessness : understanding eviction prevention and its relation to homelessness.**

/ ACACIA CONSULTING AND RESEARCH.

Ottawa : ACACIA Consulting and Research, 2006.

14 p. : col. ill., tables, glossary

(Highlights report)

*Summarizes a study that performed a literature review on eviction and eviction prevention, interviewed households with a history of eviction and frontline workers in the Greater Vancouver area, Ottawa, and Halifax to study the efficacy of eviction prevention as a means of reducing homelessness. It examines the characteristics of tenants served with eviction notices and tenants who are evicted and the risk of being homeless or evicted; the key points of intervention in the eviction process and the approaches that are most successful in maintaining the security of tenure; and the best practices of eviction prevention models for populations at risk of homelessness or those who have recently been homeless.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **HH817 Gated communities and spatial inequality.**

/ VESSELINOV, Elena & CAZESSUS, Matthew & FALK, William.  
2007.

From/Tiré de: Journal of Urban Affairs 29:2, May 2007, 109-127.  
19 p. : tables, graphs, bibl.

*Analyzes gated communities as a nexus of social and spatial relations within the context of urban inequality. It looks at the privatization of space and the history and modern trends of gated communities. It then discusses: issues of scale, measurement and systems of inequality; issues of comparative advantages and disadvantages, and issues of meaning, control, and construction.*

### **HH814 Gentrification : is it the blueprint for neighborhood improvement or displacement?**

/ JOHNSON-WRIGHT, Heidi.  
2007.

From/Tiré de: On Common Ground, Winter 2007, 13-17.  
4 p. : col. ill.

*Looks at the impact of gentrification on neighbourhoods in the United States, particularly the displacement of black and minorities from neighbourhoods. It discusses community land trusts, community benefits agreements, and gentrification through examples.*

### **HI524 Impact of proximity to light rail rapid transit on station-area property values in Buffalo, New York.**

/ HESS, Daniel Baldwin & ALMEIDA, Tangerine Maria.  
2007.

From/Tiré de: Urban Studies 44:5/6, May 2007, p. 1041-1068.  
28 p. : tables, graphs, maps, bibl.

*Assesses the impact of proximity to light rail transit stations on residential property values in Buffalo, NY, using hedonic regression models for all Metro Rail stations, both grouped and individually. It begins with a literature review on the relationship between property value and proximity to light rail transit.*

### **HI523 Perceiving and valuing sense of community in a new urbanist development : a case study of Kentlands.**

/ KIM, Joongsub.  
2007.

From/Tiré de: Journal of Urban Design 12:2, June 2007, p. 203-230.  
28 p. : ill., tables, maps,

*Investigates the sense of community in Kentlands, in Gaithersburg, MD, a prototypical new urbanist development, focusing on what aspects promote community and are most appreciated by residents, i.e. housing types, amenities, circulation, architectural design, site design, and site development.*

### **HH818 Types of gated communities.**

/ GRANT, Jill & MITTELSTEADT, Lindsey.  
2004.

From/Tiré de: Environment and Planning B: Planning and Design 31:6, 2004, 913-930.  
18 p. : tables, bibl.

*Provides a definition of the modern gated community and develops a typology of gated communities based on Blakely and Snyder's Fortress America. See also: Fortress America: Gated and walled communities in the United States (HA048).*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### Infrastructure / Infrastructures

**EH968 Analysis of drinking water and wastewater services in eight European capitals : the sustainable development perspective = Analyse des services d'eau et d'assainissement de huit capitales européennes au regard du développement durable.**

/ BARUCQ, Catherine & GUILLOT, Jean-Paul & MICHEL, Frédéric.

Issy-les-Moulineaux Cedex : BIPE, 2006.

101 / 102 p. : ill., tables / tableaux, graphs / graphiques, maps / cartes, appendices, bibl.

*Presents an analysis of drinking water and wastewater collection and treatment services from a sustainable development perspective for eight capital cities of the European Union: Amsterdam, Athens, Berlin (prior to enlargement), London, Madrid, Rome, Paris and Stockholm.*

*Ce document examine les dimensions du développement durable sur l'appréciation de la performance des services d'eau et d'assainissement pour les huit capitales de l'Union Européenne avant élargissement: Amsterdam, Athènes, Berlin, Londres, Madrid, Rome, Paris, et Stockholm.*

**AI111 Renewable energy in remote communities.**

/ GIDDINGS, Bob & UNDERWOOD, Chris.

2007.

From/Tiré de: *Journal of Environmental Planning and Management* 50:3, May 2007, p. 397-419.

23 p. : ill., tables, graphs, maps, appendices, bibl.

*The study examines the energy demands, sources, and distribution for the remote village of Cockfield, in Teesdale, and considers the appropriateness of renewable energy technologies for the village. It concludes with a discussion of community engagement for introducing renewable energy in Cockfield and the outcomes of the model presentation.*

**EG555 Testing the assumptions : assessing infrastructure's vulnerability to climate change.**

/ LARRIVÉE, Caroline & SIMONET, Guillaume.

2007.

From/Tiré de: *Municipal World* 117:6, June 2007, p. 27-28, 44.

3 p. : ill.

*Offers key steps in addressing the vulnerability of infrastructure to climatic changes, recommendations for adaptation strategies, and current Canada-wide vulnerability assessments.*

### Municipal / Questions municipales

**MH1244 Courting talent.**

/ WALTERS, Jonathan.

2007.

From/Tiré de: *Governing* 20:6, March 2007, p. 26-29, 32, 34.

6 p. : ill., tables

*Discusses problems of filling vacant local government management level positions with qualified candidates and some of the alternative methods used aside from hiring from within. It looks at why the hunt for replacements has become more complicated, specifically the difficulty in finding top-quality candidates willing to take the position and the need to look outside of the organization.*



## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **MI681 Metropolitan governing : Canadian cases, comparative lessons.**

/ RAZIN, Eran & SMITH, Patrick J. ed.

Jerusalem : Hebrew University Magnes Press, 2006.

x, 184 p. : tables, maps, appendices, bibl.

*Contains papers from the book that present an account of recent local government reforms in major Canadian metropolitan areas and evaluates metropolitan governance and reforms in these areas. The jurisdictions covered include: Toronto, Greater London, Montréal, Winnipeg, Greater Vancouver, and Ottawa-Gatineau. Contents: Metropolitan governing : been there, done that, where are we now? – Urban governance reform in Toronto : a preliminary assessment of changes made in the late 1990s – Evaluating municipal reform in Ottawa-Gatineau : building for a more metropolitan future? – Institutional changes and metropolitan governance : can de-amalgamation be amalgamation? : the case of Montreal – Winnipeg : UNICITY superannuated at 35 – Greater Vancouver : l'exception canadienne métropolitaine. The document does not include part 3 of the book covering international comparisons of metropolitan reform with the Canadian example.*

### **MG1097 Procurement : a practical guide for Canada's elected municipal leaders.**

/ CHAMBERLAND, Denis.

Toronto : Municipal World, 2007.

vi, 113 p. : ill.

(Municipal knowledge series)

*Provides a general overview of municipal procurement theory, practices, and the legislation governing procurement in four areas: what is procurement, law and policy, ethics, and governance. It covers the following procurement issues, focusing on Ontario: transparency and sole sourcing, working with external advisors, internal trade, local preference, Ontario procurement legislation, section 122 of the criminal code, fiduciary duty, conflict of interest and professional codes of ethics, confidentiality of information, lobbying, what to expect from suppliers, procurement orientation, the roles and responsibilities in procurement, continuing education, and contract management.*

## Planning & Development / Aménagement & développement

### **TG249 Back on track : sprawling Sun Belt cities discover a new way to grow.**

/ PATTON, Zach.

2007.

From/Tiré de: *Governing* 20:9, June 2007, p. 32-36, 38.

6 p. : ill.

*Discusses the growing trend of incorporating light rail with transit-oriented, high density, pedestrian-friendly development in Charlotte, NC, a low-density urban area, as a means of alleviating traffic congestion and creating a sense of place. It also looks at the transit-oriented development trend across the United States and the response from Charlotte's suburbs towards transit-oriented development.*

### **AV180 City of Pickering sustainable development guidelines.**

/ DILLON CONSULTING LIMITED & JOSEPH BOGDAN ASSOCIATES INC. & HALSALL.

Pickering : City of Pickering, 2007.

1 CD-ROM (5 files : 38.8 mb) : col. ill., tables, maps, appendices

*Presents draft sustainable development guidelines for the City of Pickering as well as background information on what the guidelines are meant to accomplish, how they work, and what other communities are doing to implement sustainable community design. The appendices include: neighbourhood guidelines; plan of subdivision; site plan, rezoning, and building permit guidelines; best practices overview; and district energy pre-feasibility assessment.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **UH775 Developing urban design as public policy : best practice principles for design review and development management.**

/ PUNTER, John.  
2007.

From/Tiré de: *Journal of Urban Design* 12:2, June 2007, p. 167-202.  
26 p. : ill., tables, maps, plans, bibl.

*Develops and discusses 12 principles for best practice design review from an international perspective based around four themes: community vision; design, planning and zoning; broad, substantive design principles; and due process. Each principle is analyzed based on where it has worked and mention is made of the complexities that have prevented their complete implementation in other jurisdictions. Some emphasis is placed on the need for sustainable development perspectives.*

### **UH776 Drosscape : wasting land in urban America.**

/ BERGER, Alan & LERUP, Lars.

New York : Princeton Architectural Press, 2007.

255 p. : col. ill., graphs, maps (chiefly col.), index, bibl.

*Discusses drosscape, which relates to the waste or leftover landscapes resulting from urbanization, in the United States primarily through visual means. It discusses urbanization's impact in Atlanta, Boston/Lowell/Providence, Charlotte/Raleigh-Durham, Chicago, Cleveland/Akron, Dallas/Fort Worth, Denver/Front Range, Houston, Los Angeles, and Phoenix. It also addresses attitudes towards density, land use, and spatial growth.*

### **HG364 East Gwillimbury advances energy efficient building design.**

/ STONE, Dan.  
2007.

From/Tiré de: *Ontario Planning Journal* 22:2, March/April 2007, p. 29-31.  
3 p. : ill.

*Outlines the Town of East Gwillimbury's requirement that all new residential development requiring either site plan or subdivision approval satisfy the Energy Star Certification Program's requirements for new building construction. It looks at the history and the reasoning of implementing the requirement, the benefits of the Energy Star certification, how the certification is administered, and future sustainable development policy initiatives, including LEED certified buildings and exploring options for development standards that could be integrated into the Growth Management Strategy.*

### **HA170 Historic colours of Newfoundland.**

/ HERITAGE FOUNDATION OF NEWFOUNDLAND AND LABRADOR & MATCHLESS PAINT & R. A. TEMPLETON LTD.  
[St. John's] : Matchless Paint, 2007.  
2 p. : col. ill.

*Presents a list of matching paint schemes following the traditional palette of Newfoundland's housing, including the Jelly Bean palette, for heritage purposes. It also gives some paint history and a description of red ochre.*

### **UG339 If you zone it they will come : town centers.**

/ BISHOP, Kirk R.  
2007.

From/Tiré de: *Zoning Practice* 24:5, May 2007, 2-7.  
6 p. : ill., plans

*Provides an overview of the APA model town center ordinance from the Model Smart Land Development Regulations, focusing on smart growth regulations through mixed land use, walkability, and distinctive, attractive places. It covers districts, floor area ratio, lot area, residential density, contextual setbacks, parking, pedestrian areas and the ground floor, and walkability and pedestrian safety.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **EH965 Integrating water management and spatial planning : strategies based on the Dutch experience.**

/ WOLTJER, Johan & AL, Niels.

2007.

From/Tiré de: Journal of the American Planning Association 73:2, Spring 2007, p. 211-222.

12 p. : ill., tables, maps, bibl.

*Reviews European trends in water management and water policy, focusing on the Dutch situation, provides details on two uses of integrating water and land planning strategies in the Netherlands, and identifies four potential approaches to integrating water management with spatial planning, both regulatory and strategic. Topics addressed include: flood water control, river management, European water policy, VINEX districts, and the construction of the Wieringerrandmeer (Wieringen Border Lake).*

### **HG365 Making smart growth possible with form-based codes.**

/ BROBERG, Brad.

2007.

From/Tiré de: On Common Ground, Summer 2007, p. 44-49.

6 p. : col. ill.

*Highlights how form-based codes are being used to implement smart growth initiatives in the United States and the nature of form-based codes. It looks at the use of form-based codes in Miami, FL; Contra Costa County, CA; Farmers Branch, TX; and St. Lucie County, FL.*

### **UH773 Smart cities : Curitiba.**

/ CAMPBELL, Tim.

2007.

From/Tiré de: Urban Land 66:4, April 2007, p. 68-73.

6 p. : ill.

*Examines the planning innovations made by the Instituto de Pesquisa e Planejamento Urbano de Curitiba (IPPUC) in Curitiba, Brazil, that have transformed the city into a smart city. These include focusing on pedestrian traffic by closing down the street to automobiles in a portion of downtown, high-density transit oriented development, a bus-based rapid transit system, and dealing with street vendors, recyclable waste, and flood control. It concludes with a brief discussion of how cities get smart based on the Curitiba model.*

### **HH815 Smart growth in the States.**

/ ALLEN, Gerald L.

2007.

From/Tiré de: On Common Ground, Winter 2007, p. 56-59 On Common Ground, Summer 2007, p. 56-59.

4 p. : col. ill.

*The articles summarize current smart growth projects and initiatives by state in the United States. They cover: Alabama, Alaska, Arizona, California, Kansas, Maryland, Massachusetts, Missouri, New Hampshire, New York, North Carolina, North Dakota, Oklahoma, Pennsylvania, South Carolina, Texas, Utah, Vermont, West Virginia, Wisconsin, and Wyoming. Some of the initiatives make use of inclusionary zoning, transfer of development rights, waterfront development, commuter rail development, land preservation, mixed-use development, mandatory sidewalks, and flexible development zoning.*

### **EG554 Using individual parcel assessments to improve stormwater management.**

/ KEELEY, Melissa.

2007.

From/Tiré de: Journal of the American Planning Association 73:2, Spring 2007, p. 149-160.

12 p. : ill., tables, bibl.

*Examines the possibility of using individual parcel assessments (IPAs) for stormwater management in the United States based on German examples. It addresses decentralized stormwater management, raising funds for stormwater service, with examples from Germany. It concludes by presenting three applications of IPAs of impervious surface: using IPAs to price stormwater management services, using IPAs for watershed planning, and using IPAs to raise public awareness for stormwater management.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### Public Administration / Administration publique

**GH952 Distinguishing the real from the surreal in management reform : suggestions for beleaguered administrators in the government of Canada.**

/ CLARK, Ian D. & SWAIN, Harry.  
2005.

From/Tiré de: Canadian Public Administration = Administration publique du Canada 48:4, Winter = Hiver 2005, p. 453-476.

24 p. : tables, bibl.

*Examines both the attractions of conceptual management frameworks and the consequences of imposing them from the centre. It explores the ethical and practical dilemmas caused by the conflict between a public servant's duty to comply with centrally imposed requirements and the duty to manage people and public monies in a sensible fashion, demonstrating the practical limitations of recent management improvement initiatives of the government of Canada associated with performance measurement. See also: In defence of results-based management (GG297).*

**GG297 In defence of results-based management.**

/ SCHACTER, Mark.  
2007.

From/Tiré de: Public Sector Management 18:1, 2007, p. 14-21.

8 p. : ill., bibl.

*Argues the benefits of results-based management (RBM) for the Canadian public sector in response to criticism against the use of RBM from Ian Clark and Harry Swain in their article, "Distinguishing the real from the surreal in management reform: Suggestions for beleaguered administrators in the government of Canada." It identifies six common patterns in the way that RBM and performance management are commonly missused or misunderstood. See also: Distinguishing the real from the surreal in management reform: Suggestions for beleaguered administrators in the government of Canada (GH952).*

### Recreation / Loisirs

**RC277 Nature over traffic.**

/ HARNIK, Peter & WELLE, Ben.  
2007.

From/Tiré de: Urban Land 66:4, April 2007, 102-105.

4 p. : ill.

*Looks at the rise of highway parks in the United States, decks where parkland conceals highways in urban areas. It chronicles how highways began to invade the downtown core of American cities, the origins of decking the freeway, starting with Seattle's Freeway Park, and examples of concealed freeways in other American cities.*

**RC278 Pavement in the park.**

/ HARNIK, Peter & WELLE, Ben & HORTIE, Heather.  
2007.

From/Tiré de: Parks & Recreation, June 2007, p. 58-61.

4 p. : col. ill.

*Addresses the problem of providing car storage in urban parks. It looks at what is being done in Atlanta's Piedmont Park, the Atlanta Botanical Garden, and the Golden Gate Park. It concludes by proposing four solutions to reduce the problem of car storage in city parks: charge fees, provide public transportation, encourage trail use, and increase neighbouring population density.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### Regional / Questions régionales

#### **RI424 The impacts of state growth management programs on urban sprawl in the 1990s.**

/ YIN, Ming & SUN, Jian.  
2007.

From/Tiré de: *Journal of Urban Affairs* 29:2, May 2007, p. 149-179.  
31 p. : tables, bibl.

*Examines the effectiveness of state growth management policies on containing growth and the impacts of these policies on land uses. It measures sprawl according to two characteristics, low density and the segregation of land uses, for select metropolitan areas in the United States and studies the impact of state growth management policies on the distribution of population living in low- or high-density areas in these metropolitan areas during the 1990s.*

#### **RH706 The urban growth centres strategy in the Greater Golden Horseshoe : lessons from downtowns, nodes, and corridors.**

/ FILION, Pierre.

Toronto : Neptis Foundation, 2007.

viii, 155 p. : col. ill., tables, col. maps, appendices, bibl.

(Neptis studies on the Toronto metropolitan region)

*Analyzes policies in the Ontario government's Growth Plan for the Greater Golden Horseshoe (Places to Grow) relating to Urban Growth Centres (UGCs) and transit corridors. The first part looks at the formulation of the nodal concept in Toronto; the second part traces the evolution and present condition of downtowns, nodes, and corridors; and the final section discusses policy options for UGCs, including recommendations to support the policies and foster the development of UGCs. Urban growth centres are defined as mixed-use, high-density, and public transit-oriented developments that are to provide a focus for employment and population growth in the region. The report examines several existing centres and transit corridors to determine how well they meet the goals of the UGC policy and what barriers prevent their further development.*

### Service Delivery / Prestation de services

#### **MH1246 Assessing the record of public-private partnerships : proceedings of a CCPA-BC public forum.**

/ FULLER, Sylvia. ed.

Canadian Centre for Policy Alternatives = Centre canadien de politiques alternatives, 2003.

[26] p.

*Contains the presentations given at a public forum hosted by the Canadian Centre for Policy Alternatives - BC Office on May 29, 2002, on the topic of public-private partnerships. The presentations include: The economics of P3s and public services : the big picture -- Why P3 schools are D4 schools : or how public-private partnerships lead to disillusionment, dirty dealings, and debt -- The private finance initiative and public-private partnerships : an evidence-based assessment of Britain's health care experience -- Broken promises : two decades of experiences with prison privatization in the United States.*

### Social Issues / Questions sociales

#### **HH819 The function of the gates : the social construction of security in gated developments.**

/ GRANT, Jill.

2005.

From/Tiré de: *Town Planning Review* 76:3, 2005, p. 339-361.

23 p. : bibl.

*Relates how people talk about the functions of gates in access-controlled developments in Canada, specifically addressing whether gates serve a security function in the Canadian context. It begins by comparing the Canadian gated communities experience with international examples. The study interviewed elected officials, planners, developers, and managers and residents of gated communities in ten communities in British Columbia, Ontario, and Nova Scotia concerning the nature of gates and security for gated communities. It concludes by summarizing a number of themes from the responses.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **RH705 Mapping census data reveals disturbing insights : understanding the sub-text.**

/ ABANKWA-HARRIS, Cordelia & PIPER, Craig.

2007.

From/Tiré de: Ontario Planning Journal 22:2, March/April 2007, p. 10-13.

4 p. : tables, graphs, maps

*Describes York Region's involvement with the Community Social Data Strategy; summarizes the findings of the Community Snapshots report, which provides a profile of recent immigrants living in York Region; relates how York Region was able to map some characteristics of the recent immigrant population from data provided through the Social Data Strategy; and presents planning applications of the data on recent immigrants from Mohammad Qadeer's article, "Dealing with ethnic enclaves demands sensitivity and pragmatism" from the January/February 2005 issue of Ontario Planning Journal 20(1). See also: Community snapshots : recent immigrants living in York Region (RI423).*

### **UG338 Victoria urines for solutions.**

/ HILL, Michael.

2007.

From/Tiré de: Municipal World 117:6, June 2007, p. 5-7.

3 p. : ill., graphs

*Presents the approach that Victoria took in dealing with the lack of public access to washrooms and the prevalence of public urination in alcoves and on streets around late-night bars, including an advertising campaign, ticketing of offenders by police, and the installation of urinals in the streets. It then reports on the pilot project testing the urinals.*

## Transportation / Transports

### **TH552 Getting around in an aging society : planners need to start thinking about parking, buses, and low-speed electric vehicles.**

/ HUNTER-ZAWORSKI, Katharine.

2007.

From/Tiré de: Planning 73:5, May 2007, p. 22-25.

4 p. : ill., graphs, plans

*Discusses three issues related to aging drivers and mobility options that impact community planning and public transportation: parking for disabled drivers and passengers, community buses, and neighbourhood electric vehicles from an American perspective.*

### **TH554 Pedestrians and bicycles.**

/ NATIONAL ACADEMY OF SCIENCE. (Ed.)

Washington : National Academy of Science, 2006.

From/Tiré de: Transportation Research Record 1982, 2006.

209 p. : ill., tables, graphs, maps, bibl.

*A special issue of the Transportation Research Record containing 24 articles related to bicycles and pedestrians. The pedestrian oriented articles deal with: yielding to pedestrians at unsignalized intersections; accessible pedestrian signals; pedestrian walking speed; pedestrian clearance intervals; neighborhood walkability; pedestrian flow modeling; driver and pedestrian comprehension of permissive left turns; pedestrian safety at intersections; the pedestrian level-of-service of urban arterials with sidewalks; pedestrian accident causes; pedestrian push-button confirmation; pedestrian level-of-service in an urban resort district; midblock pedestrian-vehicle crashes; walking speed on unidirectional walkway and bidirectional stairway; pedestrian gap-acceptance behavior; pedestrian crossing locations, light conditions, and injury severity; and pedestrian safety in numbers. The bicycle themed articles examine the following issues: pedestrian, bicyclist, and motorist behaviors at roundabouts; estimating bicycle usage; avoiding biased interpretation of bicycle surveys; estimating cycling demand for work or study trips; bicycle sidepath design; and a bicycle and pedestrian detection and classification algorithm for active-infrared overhead vehicle imaging sensors.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **TE106 Plan de transport 2007 : document de consultation.**

/ VILLE DE MONTRÉAL, Service des infrastructures, transport et environnement, Direction du transport, Division du développement des transports & SOCIÉTÉ DE TRANSPORT DE MONTRÉAL.

Montréal : Ville de Montréal, 2007.

[155] p. : col. ill., tableaux, graphiques, cartes col.

*A consultation document that will lead to the adoption of the City of Montreal's Transportation Plan. Prepared by the City of Montreal in collaboration with the Société de Transport de Montréal, the document presents the process of the transportation plan, a diagnostic of the transportation network and transit system, environmental targets, a presentation of the projects, cost estimates and the required funding mechanisms.*

*Il s'agit du document de consultation devant mener à l'adoption du Plan de Transport de la Ville de Montréal. Réalisé par la Ville de Montréal en collaboration avec la Société de Transport de Montréal, le document présente la démarche du Plan de transport, un diagnostic sur l'état du réseau de transport routier et de transport en commun, des objectifs environnementaux, une présentation des projets, un estimé des coûts et des mécanismes de financement requis.*

### **TG248 Tracking traffic : new cameras spot speeders – and raise questions about "big brother".**

/ JOHNSON, Mark.

2007.

From/Tiré de: Planning 73:5, May 2007, p. 42-45.

4 p. : ill.

*Describes the capabilities of modern traffic cameras, which combine camera technology with computers for intelligent traffic systems. These new systems capture data and can be used to control traffic flow to reduce congestion and for managing tolls for HOT lanes. It concludes with a discussion on the acceptance of law enforcement cameras. Includes a small piece on the fines for traffic violations caught on camera and the problems associated with camera-issued tickets, including contradictions with state law.*

## Urban / Questions urbaines

### **UH774 The role of urban quality in the planning of international business locations : the case of Amsterdam Zuidas.**

/ TRIP, Jan Jacob.

2007.

From/Tiré de: Journal of Urban Design 12:2, June 2007, p. 275-293.

19 p. : ill., tables, graphs, maps, bibl.

*Focuses on the role of urban quality in the planning of large-scale redevelopment areas with a focus on diversity as a key element of urban quality. It bases the analysis on a case study of the Zuidas in Amsterdam, a mixed-use business centre. It compares the findings in the Zuidas with other international business centres: Euralille in Lille, Canary Wharf in London, La Défense in Paris, Rive Gauche in Paris, Potsdamer Platz in Berlin, Donau City in Vienna, and Ørestad in Copenhagen.*

### **UH777 Urban ethic : design in the contemporary city.**

/ CANNIFFE, Eamonn.

London ; New York : Routledge, 2006.

xi, 191 p. : ill., index, bibl.

*Focuses on the spatial character of the city, providing a brief survey of the history of urban development and the proposal of a methodology for the design of urban space, concentrating on the relationship of four elements: patterns, narratives, monuments and spaces. The book addresses the current debate regarding urban regeneration through the proposal of a flexible framework for the analysis of urban context and the integration of new interventions to create sustainable cities. The author follows two schools of urban design, new urbanism and neo-modernism, and opposes privatization and the closing of public space.*

## New Documents in the ICURR Library / Nouveaux documents à la bibliothèque du CIRUR

### **UH772 What makes great cities?**

/ MIARA, James.

2007.

From/Tiré de: Urban Land 66:4, April 2007, p. 60-67.

8 p. : ill.

*Considers what factors make cities great and how great cities can be identified. It reports on an ULI survey that asked members what non-North American cities they felt were great, what factors made them great, and what North American second-tier city, removing New York, Chicago, and Los Angeles from potential choices, best exemplifies this greatness.*

Please feel free to make suggestions for material you would like to see made available through the ICURR library.  
Nous vous invitons à proposer les titres que vous souhaitez voir ajouter à la bibliothèque du CIRUR.

Prepared by:

Mark Phillip Rose, B.A.Hons., M.I.St

Mathieu Rivard

Monika Ruffolo, BURPI

Brent Wisken, B.A.Hons., BURPI.Hons.



## ICURR / CIRUR

Intergovernmental Committee on Urban  
and Regional Research = Comité  
intergouvernemental de recherches  
urbaines et régionales

40 Wynford Drive, Suite 206  
Toronto, ON, M3C 1J5

Tel./Tél. : (416) 952-1437

Fax/Télécopieur : (416) 973-1375

E-mail/Courriel : icurrlib@icurr.org

The Intergovernmental Committee on Urban and Regional Research (ICURR) was formed in 1967 at the meeting of First Ministers for the purpose of exchanging information on urban and regional matters between all levels of government.

ICURR is funded by the ministries responsible for local government in the provinces and territories as well as by the Canada Mortgage and Housing Corporation (CMHC). The Committee provides support to subscribing local and regional governments as well as private and non-profit companies through its library and research services. In the past, the Committee has also funded and printed special research projects, which are presently available for purchase from Muniscope.

Le Comité intergouvernemental de recherches urbaines et régionales (CIRUR) a été créé lors d'une rencontre des Premiers ministres en 1967 dans le but de faciliter l'échange et le partage d'information sur les questions urbaines et régionales entre tous les niveaux de gouvernement au Canada.

Le CIRUR est financé par les ministères responsables pour gouvernement local dans les 10 provinces et les 3 territoires ainsi que par la Société canadienne d'hypothèques et de logement (SCHL).

Le Comité, par l'entremise des services offerts qu'il finance en grande majorité, soutient les administrations locales et régionales ainsi que le secteur privé et les entreprises sans but lucratif. Les frais d'abonnement aux usagers assurent le reste des coûts liés aux services d'information et de réseautage.

Antérieurement, le Comité finançait des projets de recherche qui ont été publiés et sont aujourd'hui offerts en vente par l'entremise de Muniscope.



**ICURR** Intergovernmental Committee on Urban  
and Regional Research

Comité intergouvernemental de recherches  
urbaines et régionales **CIRUR**



---

<http://www.muniscope.ca>

---