

# A MEMORABLE OCTOBER DAY!



by **Jim Abernethy**, Publisher  
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On a beautifully crisp sunny fall day this past October, I had the privilege of spending the entire day with David Crombie..... you may know him as the Tiny Perfect Mayor.

David and I have a mutual good friendship in Elva Reid who was born and raised here in rural Clarington. For

a long time now these two have made a point of getting together once a year to reminisce their days gone by in the Toronto political scene and discuss current events.

This year I was invited to join them, as the chauffer and tour guide for the day.

David wanted to learn more about how legislation such as the Provincial Greenbelt and Oak Ridges Moraine legislation has impacted our agricultural community.

So we dropped in on a few unsuspecting entrepreneurial farming operations to give David the opportunity to meet them, observe their operations and learn more about the legislative challenges they face on a day to day basis.

David is a truly remarkable person and an inspiration to anyone who thinks life ends at retirement.

In the early 1970's David Crombie became a leader in a grass-roots urban reform movement that favoured curtailing development in favour of improving social services and prioritizing community interests.

Today, Crombie is a respected and accomplished Canadian politician, professor and consultant who served as Mayor of Toronto from 1972 to 1978. He then entered federal politics serving as a Progressive Conservative Member of Parliament from 1978 to 1988 holding several key cabinet positions.

Later, he returned to his first love, urban affairs, as head of the federally appointed Royal Commission on the future of Toronto's waterfront which resulted in Ontario establishing the Waterfront Regeneration Trust to implement recommendations of the Royal Commission report.

The Trust opened the Waterfront Trail, a 350-kilometre virtually continuous trail along the Lake Ontario shoreline, which connects hundreds of parks, historic and cultural sites, wildlife habitats and recreation areas from Stoney Creek to Trenton.

The Trust also mediated the issues concerning Clarington's Westside Marsh and St. Marys Cement quarry expansion resulting in the preservation of 60% of the marsh while allowing the quarry expansion to continue.

More recently, he was appointed by the Ontario Premiere to chair a panel of Commissioners given the task of developing recommendations on how to amend and improve the plans for the Greenbelt Plan, the Oak Ridges Moraine Conservation Plan, the Niagara Escarpment Plan, and the Greater Golden Horseshoe Growth Plan.

Underneath all of these credentials there is a very humble guy with a quick Irish wit and sense of humour, coupled with a desire to learn and share his experiences with others.

I saw evidence of this as we completed our tour of Links Greenhouses..... one of three customers entering the retail outlet grabbed him by the arm and said with a puzzling

look "has anybody ever told you that you look like David Crombie?"

David stopped, locked eyes with the customer and with a straight face he responded "and he'd be right" then David waited for a reaction. Well, they both broke out in laughter and the kibitzing that followed for the next 10 minutes should have been recorded.

Links Greenhouse owner, Lisa Mulder had just given us a tour of their greenhouse operations.

David was very impressed with the Links Greenhouse operation and tried to understand if it could be a use for rejuvenating some of the vacant warehouses in downtown Toronto.

I think we determined it could be done, however those vacant warehouses would need artificial lighting, and with the cost of electricity today it might be more profitable to grow marihuana than tomatoes and cucumbers in those downtown vacant warehouses.

Earlier we had coffee at the Algoma Orchards Café on Hwy 2 in Newcastle with Kirk Kemp and Don Rickard, both are successful prominent and knowledgeable farmers with deep roots in Clarington.

A very casual but robust discussion took place about the direction agriculture in Ontario is going and how legislative changes are impacting farming operations.

They touched on a wide variety of topics such as: the pros and cons of the Seasonal Agricultural Worker Program (SAWP) including minimum wage, health benefits, free living accommodations and length of stay. Changes to the federal tax laws for Small Business in Canada, and of course impacts of the Oak Ridges Moraine and Greenbelt Plans on the family farm all proved to be interesting.

We next travelled north into the Oak Ridges Moraine to visit Fred & Sandy Archibald at their family farm south of Tyrone.



**Fred & Sandy Archibald**

The Oak Ridges Moraine is a geological landform made up of sand and gravel deposits left behind by the retreat of the last Ice Age which occurred 13,000 years ago.

Archibald's Orchard & Estate Winery is a fourth generation family farm. Originally established in 1967 as a wholesale operation, Fred & Sandy have developed their family farm into several components: a winery complete with on-site wine & gift basket retail outlet, an on-line home delivery service of their products, and what started it all - pick your own apple market and play area for the kids.

Of course Fred and David got along famously each having an urban planning background.

Interestingly, in the early 1980's Fred was employed as a planner with the then newly created Municipality of Clarington.

Fred was given the task of amalgamating the Zoning By-laws from the various communities which now form Clarington into Zoning By-law 84-63 which continues to be used to this day.

Our next scheduled stop was



**David and Elva sample Archibald wines**



**Limba, gone but not forgotten**

the Kendal Hills Game Farm. Unfortunately we had to take a rain check due to the shortage of time. My spouse Cathy has featured in her recipe column (turn to page 23) a delicious mushroom soup recipe she received from Dave and Emily Kranenburg at their game farm on Maynard Road. We attended their November open house which saw more than 500 visitors coming from as far away as downtown Toronto. Very promising!

Continuing further on up the road we made a quick stop at the Tyrone Mill to introduce David to Bob Shafer who operates one of Ontario's oldest mills where we pick up some of his famous fresh handmade donuts for David's ride on the Go Train back to Toronto.

Bur first, we stopped at The Snug Pub in Newcastle, recently voted Ontario #1 Irish Pub for a wrap up discussion and a quick bite before heading back to the Oshawa Go Station. There we enjoyed lunch with Marion Manders whose father was Hugh Alexander (Alex) Carruthers MPP who represented Durham in the Ontario Legislature 1959-1975. Alex Carruthers was instrumental in the formation of the Regional Municipality of Durham in 1974 and the inclusion of Durham becoming part of the GTA.

It was a fitting finish for a productive day. I thanked Elva for introducing me to such a fine gentleman and left David with this thought: Clarington is a "Gem"..... well positioned to take on the future.

Clarington provides almost 20% of Ontario's electrical energy and is host to the largest agricultural community between Toronto to the Quebec border.

We have well established communities, some older than Canada itself.

Clarington incorporates vast tracks of beautiful and productive farmlands with an abundance of fresh water streams and Heritage Main Streets with well-defined communities.

Clarington has earned the handle: "Eastern Gateway to the GTA". David agreed.



**November Open House at Kendal Hills Game Farm**



**Lisa Mulder provides tour of Links Greenhouses**



# Is Selling Firewood From a Farm Located In The Oak Ridges Moraine a Permitted Land Use?



by Jim Abernethy, Publisher  
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According to Clarington's By-law Enforcement Department selling firewood is not a permitted land use. Recently, a land owner operating a 40 acre farm (OFA) north of Kendal received a letter from the Clarington By-law Department stating he was in violation of Clarington Zoning By-law #2005-109 (Oak Ridges) Section 12.2.1.

The letter demanded "removal of the firewood and to cease all advertisements for the sale of firewood" further that failure to do so would result in "charges being laid pursuant to the zoning By-law".

It is bizarre to think that our municipality would demand stoppage of an agricultural use in that area of the municipality, let alone to cease advertising the sale of an agricultural product. Farming is part of the fabric of our community. Members of Council regularly point out that Agriculture continues to be one of the most important economic drivers of our local economy, and has been for the last 200 years.

For rural people the farm is not only where they live, it is where they earn a living.

Yes, this particular farm is located within the boundaries of the Oak Ridges Moraine.

However the Land Use Designations outlined in the Oak Ridges Moraine Conservation Plan permits both agriculture and forest management uses within that portion of the moraine (where this farm is located).

Clarington municipal tax records indicate the property owner has a Province of Ontario Managed Forest Plan registered on

the 40 acre farm in question. Which requires the harvesting of trees.

The Guidelines on Permitted Uses in Ontario's Prime Agricultural Areas defines: biomass, bio-products, trees for harvest/ agro-forestry, and firewood as agricultural crops/uses.

Based on these Ontario Provincial Statutes the processing and selling of firewood from this property is a permitted use. Provincial Statutes over-ride municipal by-laws.

I found the letter from By-law to be very unusual. During my tenure at Town Hall, I have always found Clarington Municipal Staff carried out their duties in a professional manner.

Knowing this I decided to question the Local Councillor about the validity and motives of the letter.

I was disappointed to learn directly from the Councillor that:

1. The Councillor revealed to me (without me asking) the name of the person who filed the complaint.
2. The individual who filed the complaint operates a "firewood for sale" business located outside Clarington in Pontypool, City of Kawartha Lakes.
3. The Councillor acknowledged doing business on a regular basis with the individual who filed the complaint.
4. The Individual identified to the Councillor that the property owner was competing with his business.
5. The Councillor advised that individual to file a complaint with the Municipality of Clarington.

By-laws and By-law Officers do serve a purpose, however stopping competition is not one of them. This investigation is a waste of taxpayer's money. By-law Officers have better things to do.

We should expect better from a seasoned Councillor who should by now know the rules. This is not the first time we have seen this type of behaviour from this Councillor.

Encouraging a business associate to use our municipal by-laws in such a vindictive revenge-



ful manner is not what we expect from our Councillors - especially from a Councillor who regularly goes out of the way to project their support for small business and the farming community.

This landowner just can't stop earning a living and, in light of the Provincial Statutes permitting that specific land use, the demands outlined in the letter from the Municipality are unwarranted, unrealistic and unjustified.

The property owners responded to the Municipality with a letter detailing the reasons why they are not in violation of the By-law # 2005-109 (Oak Ridges).

At the time of deadline for printing this December edition, the Municipality of Clarington had not responded to the property owner's letter, or given any indication if they intend to withdraw or proceed.

The outcome of this matter is important to every property owner residing within the boundaries of the Oak Ridges Moraine. Penalties for violating the Oak Ridges Moraine Act can be as high as \$25,000 per day.

I will keep you posted.

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# Understanding Conflict in the Family Business

Transitioning the family business to the next generation is very difficult. This is borne out in the statistics: 30% of businesses are successfully transferred to the second generation and only 12% are successfully transferred to the third generation.

The reasons for this are probably tied up in how the family

dynamics are managed. Potential family conflict can be one of the biggest reasons why business owners put off planning for their succession. This article analyses a few of the areas where conflict in the family unit can arise creating obstacles to a successful family business transition.

In a number of families with businesses there is no clear distinction between the family unit and the business. Business discussions can dominate family gatherings frustrating family members who are not part of the business. Business meetings need to be separated from family meetings and gatherings. Family relationships within the business are quite different than they are in a family setting. The decision makers can be quite different. Combining the two can lead to a breakdown in family relationships complicating everyone's life and negatively impacting the business.

Sometimes a family member joins the family business because of their blood lines. When this happens, the position they are given may not be a meaningful one. They don't feel

they are making a meaningful contribution to the business. Their ideas are not considered or decisions are made without their input leaving the child frustrated and unhappy. The child loses their personal identity.

This could possibly lead to destructive behaviour resulting in the business and the family suffering. Also, some family members may feel that they are entitled to an important position within the family business and enter the business unprepared. Also, they may not possess the requisite skills. Again, they may become frustrated and disillusioned.

The ground rules for working in the family business must be clearly set out. For example, you may require a family member, who wishes to enter the business, to work outside the business with an unrelated employer for three years.

Family members should also be given a personal development plan when entering the family business based on their objectives. It is also important that they are properly mentored. You want the family member joining the family business for the right reasons. They want to be there and they have a passion for what the business does.

When bringing family members into the business it is important that the family has a clear unified vision for the future of the business. When you were starting out and the business was much smaller the only vision for the business that mattered was your own.

In the early days it was easy to control all facets of the business. However, this changes as the business grows. Running a successful business becomes more complex. You need to rely

on other people to continue to successfully grow the business. It is important that these people understand your vision and buy into it. This is even more important in a growing family business. In a family business, the plan is normally to replace yourself with one or more family members.

The family needs to develop a clear vision for the future of the business and all members must buy into it. It can no longer be solely your responsibility. The vision must resonate with the family and articulate the common interests of the family group. Without doing this the business will lack direction and will not be able to set goals that will move the business forward successfully.

When conflict arises, it needs to be dealt with immediately in a positive manner. It is human nature to try and avoid conflict, rationalizing that it is not that bad. Unfortunately, this approach normally only worsens the situation and may reduce the options for resolving it.

In resolving conflict, it needs to be dealt with in a structured manner that allows for open respectful communication. It should be future focused, built on common interests and deal with the facts.

Far too often conflict arises because of false perceptions. These perceptions are often fueled by poor communication. Conflict does not have to be a bad thing. It is only bad if it is not dealt with effectively. Disagreements are inevitable. We all do not think the same way.

Resolving disagreements or conflict based on what is right for the future is positive for everyone involved and the business.



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