

ONTARIO PLANNING JOURNAL

AN AFFILIATE OF THE CANADIAN INSTITUTE OF PLANNERS

OPPI's "ORGANIZATIONAL LIFELINE" TO BE EXTENDED

In mid-October, OPPI held its second major meeting of the year, electing a new executive and voting overwhelmingly for new membership standards. Delegates were also told of the Eastern Ontario Chapter's decision to join OPPI, effective January 1, 1987. As well, special awards were handed out to 12 members in recognition of

"contributions to the organization".

The pleasant ritual of celebrating OPPI's successful first year turned fractious however, when representatives of five planning schools attacked the executive for the content and process used to bring the new membership by-laws into being.

Year In Review

Earlier in the meeting, attended by more than 60 members, outgoing president John Livey described the year's events and introduced members of the executive to report on individual programs. Gary Davidson, Vice-President of CIP, outlined a draft strategic plan. He described the OPPI network as the "organizational lifeline", dependent on the efforts of the divisions. He said, "For OPPI to become a leader in planning practice, the professional organization must be congruent with the expanding realities of planning practice and education. "Membership must encompass a growing community of planners that do now not relate to OPPI."

Importance of Strategic Plan

The organization must also represent planning and planners to the public. This will require taking stands on public planning issues throughout the province, he advised. Davidson added that comments from the members on the strategic plan are the only way the document can express the true needs of the group. Copies are available from the OPPI office.

In discussions from the floor, Reg Laing suggested that in addition to planning education, development

of new knowledge should be a priority if the Institute is to appeal to the planning community that exists outside of the Institute.

Mary Tasi-Wood, President of EOC, announced that a majority of EOC members polled had decided in favour of joining OPPI, and that a formal endorsement was expected by January 1, 1987.

In discussing the membership standards by-law (adopted at the meeting after landslide acceptance by the membership as a whole), George Rich (Waterloo) vigorously pursued grievances regarding what he saw as "high handed" behaviour by the executive in ignoring concerns of the schools. Claiming to

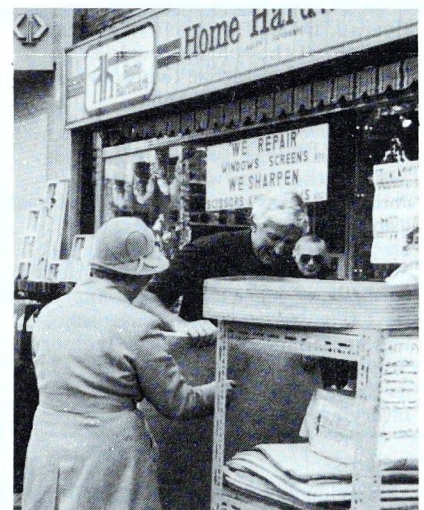


11th commandment at Church HQ

DESIGN A LOGO - WIN \$100

The Executive invites members to submit entries for an OPPI logo. The stylized symbol (which may or may not incorporate the letters "OPPI") must be suitable for black and white reproduction, within a square not larger than one inch along one side.

Entries should be submitted by January 31, 1987. A \$100.00 prize will be awarded by the Executive to the winner.



Business brisk on retail strips. See P. 3

INSIDE:

- Band Aid solutions for North no longer enough. p. 4
- Do Meeting stop us working? p. 7
- Results of ethics questionnaire. p. 13

JOURNAL COPY DEADLINES

- Jan 15 JAN/FEB
- Mar 15 MAR/APR

speaking for five planning schools, Rich warned that the schools might be forced to withdraw from CIP accreditation if their views were not listened to.

Criticizing what appears to be a conflict between OPPI's desire to broaden the scope of planning and a narrowly defined written exam, Rich and his colleagues also complained that proposals to have a provisional exam administered by individual schools impinges on the schools' "turf".

John Livey staunchly defended the actions of the Executive, maintaining that the Executive was acting in the best interests of the Institute. He suggested that the misunderstanding turns on the distinction between accreditation (a "class" recognition of a degree offered by a particular school) and the exam for provisional status, a test of individual competence of a candidate for provisional status, which could be administered by the schools.

The point was made that for a student to be sure of passing an exam for provisional status, he or she must depend on the schools to teach the "right stuff". A statement that appeared to confuse many people in the audience was that the provisional exam would be negotiated with each school and that it might even be an oral exam. Overall, the audience saw the issue as one that the schools should see as a challenge, rather than something to reject out of hand.

Election Results

After the votes were counted, John Livey was declared to be National Rep., while Garry Carrothers was elected Representative-At-Large. Ms. Beate Bowron, who is currently co-chairing the program sub-committee for CIP's 1987 National Conference, was acclaimed as Secretary-Treasurer. Steve Sajatovic was introduced as the new OPPI President (See Interview, Page 6).

Awards

Individuals recognized for their valuable contribution to provincial planning organization included John Bain, Corwin Cambray, Clem Dembeck, John Farrow, John Gartner, Elaine Hitchman, Bill Hollo, Ron Kennedy, Mary Rose, Oryst Sawchuk, Ken Whiteford and Ken Whitwell.

The Executive hopes to make similar awards next year.

ARE WE ON YOUR WAVELENGTH?

We managed to produce our first Newsletter and hold our first networking evening in November. Included in the Newsletter was a questionnaire to help us determine what you want to see in it and what you want to know about women and/in planning. Anyone who did not receive the Newsletter and is interested in getting involved, please let us know what interests you by filling in and mailing the questionnaire to: Reggie Modlich, 72 Southwood Drive, Toronto, M4E 2T9. Please include your name and address or phone number.

ARE WE ON YOUR WAVELENGTH?

To help us determine our future we need to know your expectations and preferences:

- Are you interested in coming to networking events?
Yes _____ No _____
- If so, how often? _____ Per year/month _____
- What time is best?
 _____ 12 noon to 2:00 p.m. (lunch)
 _____ 6:00 p.m. to 8:30 p.m. (supper)
 _____ 8:00 p.m. to 10:00 p.m. (snacks)
 _____ Other _____

NEWSLETTER

- Would you find a Newsletter worthwhile?
Yes _____ No _____
- What would you like in it?
 Profiles and news about other women planners?
 Yes _____ No _____
 Issues women planners have within the profession?
 Yes _____ No _____
 Issues women have in relation to community planning?
 Yes _____ No _____
 Job ads and job wants?
 Yes _____ No _____
 Other? _____

- Would you be prepared to contribute to a Newsletter?
Yes _____ No _____
- Would you like a subscription to Women and Environments to continue to be included in our membership fees?
Yes _____ No _____

**CORPORATE PLANNING
MARKET RESEARCH AND STRATEGY
ECONOMIC DEVELOPMENT**

CONTACT JOHN E.L. FARROW MBA, MCIP

The
Coopers
& Lybrand
Consulting Group

135 King Street East
Toronto Ontario
Canada M5C 1G6

telephone
(416) 366 1921
cables Colybrand
telex 06 23590

MARKETS AND OPPORTUNITIES GOOD FOR SMALL DEVELOPMENTS

By John O. Winter, CMC

When looking at the financial framework of any new commercial development opportunity, the first step is to consider the underlying dynamics of the marketplace. For small commercial development such as neighbourhood plazas under 50,000 square feet, keeping attuned to the pulse of the market is a key to success.

With the advent of new regional merchandisers and the need to travel greater distances to save on food, drugs and other merchandise, consumers are demanding that convenience goods be really convenient. Discretionary spending is up and so too is the ability of two-income families to pay for the extra cost involved. In response to this demand in the central areas of our cities, good new retail sites are hard to find. In urban areas like Toronto, there are few vacancies. Product is snapped up when available. As a result, lease renewals are currently being signed for \$30 per square foot (up from an average of \$18 in early '85).

The downside of boomtime conditions is that the tried and true rules tend to get rewritten, and not always for the better. In Toronto, for instance, the east side of Yonge and the north side of Bloor, tended to carry a premium because they are bathed in the winter sun. Premiums are now being paid even for secondary locations. And secondary locations are second string locations because they lack a little something.

Short-term Gain ...

For developers, the benefits of higher rents reflected in higher property values could be short-term. Accepting poorly-capitalized tenants in an economic boom can turn sour in the next downturn. On one major retail strip in Toronto, 10 percent of the merchants are paying more than 20 percent of their sales revenue on net rents - a precarious situation; and another 30 percent are paying between 10 and 20 percent - a somewhat dangerous situation.

Most merchants on the retail strips will be facing considerably higher rents than those signed in the recessionary climate of the early 1980's. To gain market share or even to just stay competitive, merchants have to offer extra services or open for longer hours. This will be noticed most in central cities, where the population base and con-

sequently the local volume of sales may be declining.

Rationale for Restricting Supply?

Higher rents increase tenant turnover rates. Turnover, which averaged 5 percent of the merchants per year on a typical retail strip five years ago (i.e., 28 percent would be out of business after five years), has risen to six percent today and

seven to eight percent a year in the near future is not out of the question due to the impending rent hikes and the undercapitalization of tenants. Eight percent represents a turnover of almost half the merchants on our retail strips in a five year period. This means less after sales service for the consumer, and a weakening of the retail strip's attractiveness.



Higher rents likely on successful retail strips

JOBS

UK House and Job Exchange

As an Architect/Planner in an inner London Borough, I am looking for an exchange between Sept.-Oct., 1987 and July, 1988. My wife and two children (9 and 11 yrs.) would also come and an exchange with a similar family would therefore be ideal.

I lead a team of eight, producing statutory and non-statutory local plans, encouraging development, working up an environmental education program for schools, providing planning input for development control, etc.

Any work which broadens my experience and/or makes use of my existing skills would be welcome.

I need to make a decision in principle urgently, since my wife also hopes to negotiate a job. For this reason I am limited to either Hamilton or Toronto. I can be contacted at home; Peter Cobley, 23 Fitzwilliam Road, London SW4 0DW, Telephone 720-2370.

British Planner Seeks Job

Member of RTPI, experienced in community economic development (land renewal, tourism and community liaison). Program Manager for "The Planning Exchange", a non-profit agency providing information on innovative planning practice. Available for interviews in December. Please leave message at (613) 233-1617.

Jean Monteith and Associates Limited Urban and Regional Planning Consultants

1069 Wellington Road South
Suite 209 London, Ontario
N6E 2H6 (519) 686-1300

NORTHERN ONTARIO FACES CRITICAL DECISIONS: BAND-AID SOLUTIONS NO LONGER ENOUGH

By Tony Usher

"Nakina asking Soviets to boost its ailing economy" - Globe and Mail headline, November 12, 1986.

Victor Fournel, Reeve of the Township of Nakina, obviously knows how to draw attention to his community's problems. He and other Northern Ontario leaders will need all their persuasive abilities over the next few years.

Northern Ontario, that majority of the province so foreign to most of us, is facing its most severe crisis - and the most severe faced by any region of Ontario - in living memory. There are really two Norths, one accessible and mainly white, the other remote and mainly Indian. The economy and society of the accessible North have been driven by modern resource extraction and processing industries since the turn of the century. Times were tough for the resource industries, gold excepted, in the 1930's, but 50 years ago, expectations were different in this province, not least in a North which was still very much of a frontier, and there remained a strong rural and agricultural dimension to the Northern economy. In the Great Depression, Northerners could retreat and endure what was misery by today's standards, but quite survivable by the standards of the time.

War and its aftermath brought a remarkable recovery, but also sowed the seeds for today's problems. The resource boom brought forth new towns, new roads, and new facilities. Northern standards of living and public services began to approach those elsewhere in Ontario. For the first time, it seems feasible to aim for a Northern quality of life that would combine superior environmental assets with social and economic standards fully equal to those of the South.

The dream is over now, unless government intervenes on a scale totally unprecedented in Ontario. A few years ago, Sudbury's basic industries started to collapse, but the rest of the North was in fair shape. Now almost every community is in the same boat, save for those around Hemlo - once again gold prospers on others' misery. Band-Aid schemes such as tourism incentives have proliferated, but it is now accepted, up to the level of the Premier, that there are limits



The Remote North - Cochenour, Ontario

to forcing development of service sectors in a peripheral region like the North when the basic resource industries just aren't there. Ontario is leaving its North behind; 11.6% of Ontarians lived in the region in 1961, but less than 9% live there today.

This crisis is not just the North's affair. The Ontario Government's Advisory Committee on Resource Dependent Communities in Northern Ontario concluded in its recent report "that a major political and public commitment by the people of Ontario is necessary to support government policies that will treat the North in a different way than the rest of Ontario", and recommended that the Government "commit the Province to the adoption of a long-term development strategy for Northern Ontario and that such a strategy has [sic] the broad support of residents of the Province". The choices facing planners and citizens are major; the economic

and social stakes are enormous; and the Ontario community had better start thinking and talking about the alternatives.

The North's good times have been good for planners. Kapuskasing, Terrace Bay, and Manitowadge are landmarks in Canadian town planning. More recently, Ministry of Natural Resources land use planning, the Royal Commission on the Northern Environment, and environmental assessments of resource and transportation developments have contributed many jobs and a wealth of experience to the planning community. But planners haven't always been good to the North. How will we measure up when we contribute, as we must, to the critical decisions which Ontario faces now?

Tony Usher is a Toronto-based consultant, specializing in rural, resource, environmental and recreational issues.

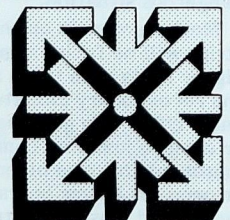
THE PROCTOR & REDFERN GROUP

Consulting Engineers, Planners and
Environmental Scientists - since 1912

OFFICES

• Hamilton • Kenora • Kitchener • London • North Bay
• Ottawa • Sault Ste. Marie • Simcoe • St. Catharines
• St. John's, Nfld. • Sudbury • Thunder Bay
• Halifax, N.S. • Tampa, Fla.

45 Green Belt Drive, TORONTO, Don Mills, Ont. M3C 3K3
Telephone: (416) 445-3600 Telex: 06-986173



GRIMSBY INTERIM CONTROL BY-LAW FAILS

By Pierre Beeckmans

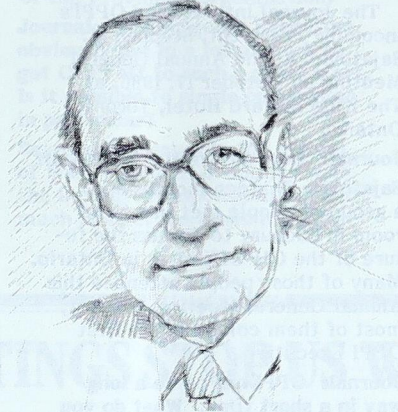
An interim control by-law on the Coles Florists property on Highway 8, about a kilometre east of downtown Grimsby, was appealed and became the subject of a municipal board hearing. The owners of the 2.5 ha (6.2 acres) property maintained that the by-law had been passed specifically to stop the development of a small plaza on their site. The prior existing zoning, C3 General Commercial, permitted the proposed development.

Section 37(1) of the Planning Act allows a municipal council to pass an interim control by-law, effective for no more than one year, provided it has "directed that a review or study be undertaken in respect of land use planning policies in the municipality or in any defined area or areas thereof ...". Unlike a normal zoning by-law, an interim control by-law may be passed without prior notice to the affected property-owners. In January of 1985, the council of the Town of Grimsby had authorized a study for a new official plan and a secondary plan relating to the Burgess/Tuer area. The Coles site is located within the Burgess/Tuer area. The interim control by-law passed in October of 1985.

The appellant's solicitor claimed that two necessary conditions had not been met: the Town had not directed its attention to a specific problem, and the area of the interim control by-law did not coincide with the area of the study.

The Board quickly made it clear that an official plan review could not be considered a review for the purposes of Section 37(1). It proceeded to adopt the reasoning in an earlier Board decision in Oakville, that once the appellant has demonstrated the adverse impact of an interim control by-law on him, the onus shifts to the municipality to justify its action. It must not only substantiate its rationale and show that it is guided by proper planning principles, it must show that the study is being carried out expeditiously.

The Board was satisfied that actual adverse impact on the property owner had been demon-



strated: his development scheme was being delayed. It was satisfied that the Town was genuinely concerned about the effect that the type of commercial activity here could have on the central core.

It was also satisfied that the Town was acting expeditiously. Had the Town passed a resolution or by-law indicating why it was directing a study of the referred to concerns and then passed an interim control by-law, the Board would have deemed it to have justified its position. An official plan review and secondary plan in process are not, of themselves, sufficient to justify an interim control by-law. There must be some direct relationship between the study being done and the interim control by-law

being passed.

The Board discussed the question of whether the area covered by the study area and the interim control by-law should coincide. It recognized that a study in an area might point to a need for interim control in only a part of that area, but concluded that interim control should extend over the entire area in order to avoid any suggestion of discrimination.

Finally, the Board dealt with the issue of conformity with the official plan. The interim control by-law deems all existing uses to be conforming to the by-law. This includes a number of existing legal non-conforming uses, such as single family dwellings. The official plan designation is General Commercial and it includes no statement to the effect that these existing uses are deemed to conform.

On June 26, 1986, the Board concluded that "the interim control by-law must fail as it provides for uses not in conformity with the official plan".



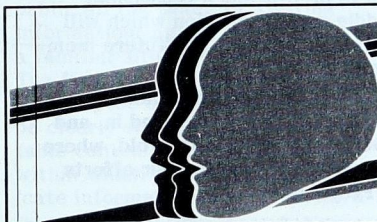
ECOPLANS LTD

ENVIRONMENTAL PLANNERS,
CONSULTING ECOLOGISTS

544 Conestoga Rd. W. Waterloo, Ont. N2L 4E2 (519) 884-7200

OTHER VOICES

PERSPECTIVES ON PLANNERS AND PLANNING



NOT JUST ANOTHER PLANNING CONFERENCE

OTHER VOICES

Promotes an expanded concept of planning by recognizing the many disciplines and forces that collectively shape our physical, social and economic environment.

CALL FOR PAPERS - THE SEARCH IS ON!

The Program Co-ordinators of *Other Voices* are now accepting proposals for papers;

- No more than 200 words
- On current topics and state-of-the-art practice or research relevant to our conference theme.
- We must hear from you no later than January 31, 1987
- (Note that acceptance of a proposal does not waive the registration fee).
- Please enclose a short biographical sketch.

Send to CIP 1987 National Conference Committee Chairman Ms. D. Jardine, 3206 Yonge Street, Toronto, Ontario M2N 2L3

Thanks to our readers

On behalf of my colleagues on the Executive of OPPI, I would like to wish Journal readers Completions of the Season and All the Best for 1987. In particular, I wish to thank the growing number of advertisers who support the Journal, and our columnists whose sparkling prose has regularly filled the pages of the Journal throughout the year. As well, the many other contributors whose opinions and comments have helped make the Journal a genuine vehicle of communication among the OPPI membership deserve our thanks.

Besides the editors, whose names appear on the masthead, there are many "unsung heroes" whose efforts have contributed to the Journal. Steve Slutsky and Karen Moore are the graphic artists responsible for its professional appearance; Kathryn Anderson and June Hall have word-processed all of the material; Bill Addison, Sheila Bell and Pat Marshall have acted as members of the editorial committee, and Pat has also performed sterling work as the Journal's Marketing Manager. And of course, we wouldn't be anywhere without Mary Campkin, our Executive Secretary. To all, a big **thank you!**

The concept of the Journal is simple. Its pages are readily accessible to anyone wishing to communicate with their fellow members. In short, it's your publication. We hope to make it even better next year, and with your help, we will.

Philip Wong, Publisher.
(For editors Glenn Miller,
Jeff Celantano and Peter Neice).

NORMAN PEARSON & ASSOCIATES LIMITED

P.O. BOX 5362, STATION A
LONDON, ONTARIO N6A 4L6

519-681-8040

NORMAN PEARSON
PRESIDENT

INTERVIEW WITH OPPI's NEW PRESIDENT

The Journal interviewed OPPI's incoming President, Stephen M. Sajatovic, at the Annual General Meeting on October 17, 1986, at The King Edward Hotel, Toronto, Ontario.

Journal: How did OPPI get started?

Sajatovic: Sixteen months ago, a group of people met in a hotel room in Sudbury to discuss the future of the CIP affiliates in Ontario. Many of those people attended this Annual General Meeting. In fact, most of them comprise the first OPPI Executive.

Journal: OPPI has come a long way in a short time. What do you think were the Institute's major accomplishments in its inaugural year?

Sajatovic: I am extremely pleased with the news that the membership of EOC has voted conclusively in favour of joining the OPPI. The Executive has already met with Mary Tasi-Wood to arrange for an early and orderly inclusion of Eastern Ontario into the organization - the target date is January 1, 1987. Planners in Ontario now speak with one voice. I'm also pleased with the progress made with the by-laws.

Journal: How did the Executive respond to initial criticism of the way the new membership by-laws were being handled?

Sajatovic: With respect to the issue of membership requirements, which was deferred for further discussion at the March General Meeting, the Executive first undertook a detailed review, then we sought the advice of the membership in each district, debated the matter at length, put the proposal to the membership for further comment in draft form, then the by-laws underwent a final review and debate by the Executive prior to putting the matter to a vote of the membership. I believe the proposals to be fair and a reasonable middle ground position which will serve both current and future members well.

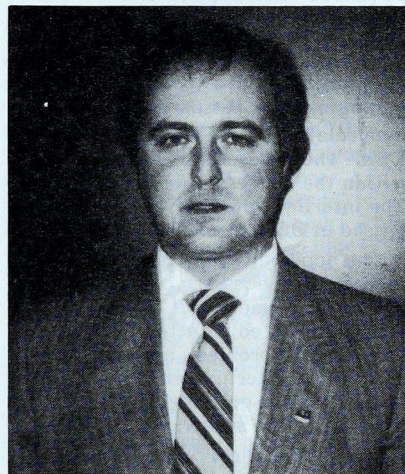
Journal: Now that the membership by-law has been voted in, and EOC is coming into the fold, where will you concentrate your efforts as President?

Sajatovic: It is my view that our efforts must now be concentrated pursuing the three or four main areas of activity set out in the OPPI

strategic plan. In the next two years, it is my intention to ensure that the OPPI Executive directs its energy towards improvements in membership and the public presence of OPPI, with a view to building on the excellent start which we have made.

Journal: Can you expand on that?

Sajatovic: With membership, there are three main issues — Costs: This means increasing OPPI revenue by reducing the amount paid to national by OPPI members. Services: Such as expanding the Journal, providing increased educational opportunities at the district level, and working towards improved student services in association with the various planning schools. Third, there is the issue of Numbers: This means increasing membership numbers and membership activity in the organization through a district level membership drive.



Steve Sajatovic

The second main area of activity is our public presence. I see this as external (Provincial), such as active participation in legislative, policy and program formulation and review through a revamped liaison committee and through active membership in such organizations as AMO increasing public awareness of the OPPI and of professional planners in general. This can be accomplished through the preparation of written promotional material, the media, by participation with other professional organizations

in matters of public interest, and through sponsorship of conferences and other events.

Journal: What about the 1987 CIP National Conference?

Sajatovic: The CIP National Conference in Toronto in July of 1987 will be a most significant event. The organizing committee, chaired by Diana Jardine, deserves the support of all of us. OPPI will also be exploring ways in which the organization can take a much more active role in the conduct of the Ontario Planners' Conference. I also want to stress the importance of the district organizations. They can-

not be forgotten. It is my intention to combine OPPI Executive activities with district program events throughout 1987 and 1988 so that the Executive can see the districts and the district memberships can feel closer to and part of the Provincial organization.

Journal: The outgoing Executive obviously put in a lot of work to get OPPI off to such a great start. Is it possible to single out anyone in particular?

Sajatovic: Certainly the efforts of Mary Campkin in dealing with the increased responsibilities and much heavier workload has allow-

ed the Executive's time to be spent much more productively on creative rather than operational matters. We owe Mary a lot.

Also, I'd like to say a word about John Livey. John Livey hosted that meeting sixteen months ago in that hotel room in Sudbury. John has worked since July of 1985 to ensure that our achievements to date and the hopes we have for the organization in the future become a reality. We owe John Livey a great deal of gratitude for what he has begun. The incoming Executive and I will ensure that we keep the pace of activity at the level at which it is being passed to us.

MANAGEMENT

DO MEETINGS STOP US WORKING?

By John E.L. Farrow

The good thing about writing a column is that people suggest topics. The bad thing is that researching these topics is a lot of work. The question which prompted the subject of this column was, "How much time do people spend in meetings?" I have been unable to find a definitive answer to that question. However, some research suggests that managers spend as much as 80% of their time in meetings, and that senior managers spend more time in meetings than junior managers. The purpose of this article is to discuss some fundamental issues concerning meetings so that we can lead and participate in them better.

I propose to address three topics: **Why We Meet, How To Organize Meetings, and How To Participate in Meetings.**

1. Should we have fewer meetings?

We all seem to feel that meetings interfere with getting work done. Yet meetings still persist as a large part of organizational life. Frustration over meetings stems largely from our desire to achieve individual goals, in conflict with our commitment to meeting broader organizational goals. Meetings focus on an important fact of organizational life, which is, we have to work and communicate with other individuals. This means we must recognize their roles and objectives together with our own. Being a member of a group has its disadvantages.

Meetings are called for a number of reasons. The following are some of the key ones. **a) Giving Information:** A meeting is an efficient way for a senior person to commun-



icate important decisions and directions to several people at the same time. These meetings tend to follow a lecture format; there is a presentation or statement, followed by questions. What is important is a clear delivery, checking to make sure the message is received, and some indication of how to deal with the feedback. Planners should be very good at these meetings, as they organize them for the general public all the time. **b) Getting Information:** Again, this should be a familiar situation for planners. The fundamentals are the same. The purpose of the meeting should be clearly stated, and a comfortable context should be created within which people can communicate information and put forward their views. At the end of the meeting, it should be clear what happens next, and what the participants' future role or involvement will be.

c) Getting Agreement: These meetings are more common, more complex, and require more skillful management. The chairperson should clarify the issue to be agreed upon, and then indicate the probable steps for the group to take in reaching agreement. Such meetings usually involve an exchange of information and ideas. Sometimes such exchanges can be difficult, and require the chairperson to play a leadership role. It should also be made clear at the beginning how a decision will be reached. Will it be by a vote? Or by consensus? How will that consensus be verified? Will the most senior person in the room make the final decision after hearing all the points of view? It used to be thought that such meetings moved through a typical four-stage process. In the first stage, participants felt each other out; in the second, conflicts began to surface; in the third, there was some agreement on how to proceed and, finally, the group settled down to business. This was summed up as forming, storming, norming, and performing. It is now felt that this model is too simple and that groups usually move back and forth between these stages during a meeting. What this

**John Sullivan
& Joseph Pacek**

Planners: Land Use, Urban Design, Impact Studies
Architects: Commercial, Institutional, Residential
2 Lansing Square, Willowdale, Ontario M2J 4P8
(416) 492-1390

model does serve to underline is that meetings of this nature are complex and require leadership by the convenor and discipline by the participants. **d) Motivation:** Managers sometimes call meetings to re-enforce a sense of commitment to a common goal. These meetings are designed to inspire staff, and are best organized around specific issues. These require good preparation and a bit of showmanship. **e) Tactical:** Some managers use meetings as a management tool, and announce decisions to those accountable when they are present as a group. This technique may be useful when there is a rebel to contend with and the group can help bring the renegade into line. But it is also a dangerous technique since the renegade may well challenge and undermine the authority of the manager, or worse still, win some recruits to his/her point of view.

Meetings are an important part of organizational life, and it seems that as we try to do more complex things with organization, we need to have more meetings. The fol-

lowing are some suggestions to help make them effective.

2. Meetings Require Leadership.

The role of the manager as leader is very evident in meetings. One price of leadership is preparation. The following is typical of the preparation required by the convenor:

- * Invite only those who have something substantive to contribute. All who attend have a right to speak; make sure they have the opportunity.
- * Be definite about: the purpose, agenda, duration, and ground rules. Reconfirm these even if you are meeting frequently with the same people. Otherwise, bad habits develop.
- * Be task oriented. Make sure all contributions are focussed on achieving the purpose of the meeting. Be gentle in guiding participants toward this purpose.
- * Ensure that everyone participates, and don't allow arguments to develop.
- * Conclude by indicating the next actions to take as the result of the meeting.

3. Be A Team Player

At a meeting, it is important that the group be effective. Measure your individual contribution against this goal.

- * Be prepared. Find out what the meeting is about. If you can't contribute, decline the invitation. (Watch your ego on this one!) If you attend, get properly briefed.
- * Play different roles as required: information seeker, information giver, compromiser or encourager.
- * Make points crisply, with definitive statements.
- * Be objective and sincere in evaluating all ideas.
- * Seek clarification, when necessary.
- * If you are playing the devil's advocate, say so.
- * Towards the end of the meeting, look for opportunities to sum up.

Meetings can have a useful and legitimate purpose. If you recognize their purpose, you can develop important skills as a convenor and participant.

OTHER PEOPLE'S BUSINESS

ARCHITECTS AND PLANNERS LOOK FOR SUCCESSFUL MARRIAGE BETWEEN PROFESSIONS

While Urban Planning and Architecture are closely related disciplines, the primary concern of both is to create better urban environments, yet they are often seen to be separate components in the land development process. As cities mature however, and land development more frequently takes the form of infill and urban revitalization, it is increasingly recognized that successful solutions to urban land development and urban problems require a marriage between the two disciplines, a holistic approach, a view of planning and architecture as part of a continuous process.

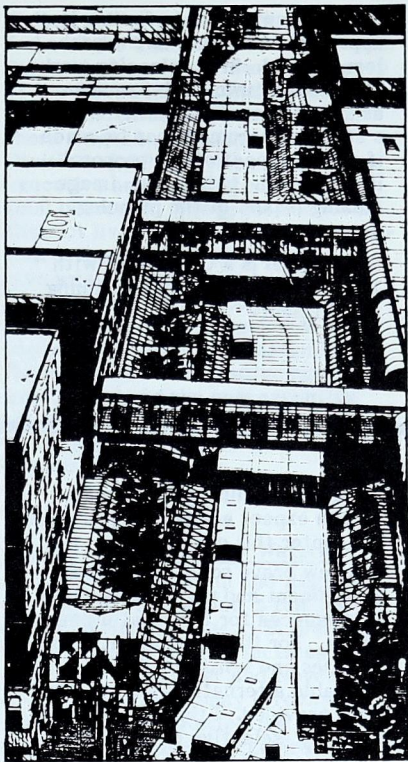
Firms that provide a comprehensive understanding and knowledge of the three-dimensional design focus of Architecture, the broad policy focus of planning, and the social, economic, political and natural systems in which planning and architecture operate are demanded by both public and private sector clients. Here are the views of urban professionals whose practices have integrated the two.



Jack Diamond

A.J. Diamond and Partners, Architects and Planners have been in practice since 1975. The firm has built its strength on the ability to broaden the understanding of the social, economic and physical context of

each project. The firm also has knowledge and expertise in marketing, approvals and development process. Thirty qualified architects and planners comprise the professional staff. Mediation of concerns of various interest groups, such as neighbourhood associations, municipal agencies, developers and government is frequently undertaken. The firm has pioneered policies of urban consolidation, inner city residential stabilization and development, balanced land use, transportation and density distribution. Planning work has been undertaken at a wide range of scales; from policy planning to guidelines for urban infrastructure, from land-use planning at a City-wide scale, to site specific analysis of density and land-use. This work, particularly at the level of built-form analysis, is enhanced by the architecture expertise of the firm. The firm has also developed expertise in planning and programming for arts and cultural institutions, as well as development feasibility analysis and economic proformas.



Rideau Street Transit Mall, Ottawa

Sankey Partnership Architects was founded in Montreal in 1964 by Senior Partner Lloyd Sankey. The firm now has offices in Toronto and Ottawa, and employs 30 people. The firm offers a wide range of architectural and planning services, core area and urban design, economic feasibility and location studies, site planning for industrial, corporate, institutional and mixed-use projects, and is a registered member of the Association of Consulting Planners. In addition to the successful development of corporate and multi-use facilities, Sankey Partnership has completed specific feasibility studies and planning strategies for various levels of governments, including the National Capital Commission. Montreal, Ottawa and Vancouver have all benefitted from the firm's approach to urban development and planning which began in the early seventies with the revitalization concept in Old Montreal - an award winning study.

False Creek Marina was the first project completed in the multi-stage development of False Creek, which runs through downtown Vancouver. It became a catalyst for increased activities and additional developments. The firm's most significant contribution to planning however, has been Ottawa's Rideau Area Project, where the mandate was to reach an agreement among three

levels of government for a strategic plan to revitalize a 35-acre section in Ottawa's downtown core. Sankey headed the project which utilized a "participatory community democracy" that resulted in the successful co-ordination of the requirements of 12 interest groups. During the three-year process, major issues were sorted out among the various interests, enabling the Consultants to arrive at a solution to a problem which had remained unresolved for the previous ten years. The firm continues to provide services to the Regional Municipality of Ottawa-Carleton by participating in its \$300 Million Public Transit Service Scheme.

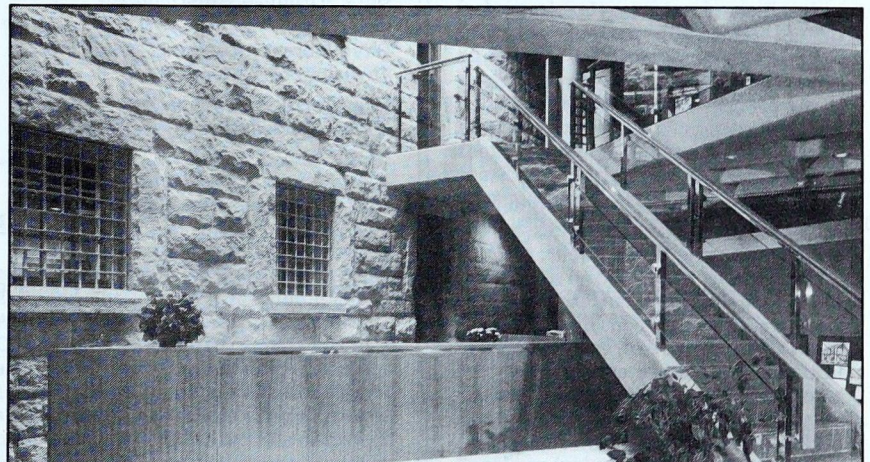
There are six architects in the firm of **John Sullivan and Joseph Pacek, Architects and Planning Consultants**, two of whom also hold academic and professional qualifications in planning. While most of the firm's work results directly in building, in John Sullivan's view, planning, training and expertise gives his firm an added dimension.

The advantages Sullivan sees in having the planning expertise in addition to architecture are understanding and respect for the relationship of the individual building to the surrounding urban fabric, leading to an enhancement of the ambience and movement patterns within

a whole area; a feeling for the progression and order of spaces of the complex of buildings, the facility for re-ordering of spaces, whether they be downtown spaces or college campuses. Sullivan believes that an ability to inject architecture and social values into plans otherwise dominated by functional principles of traffic flow and maximized use of land helps establish respect for the objectives of Municipal Planners and a flexibility in responding to them.

The firm of **Du Toit, Allsopp, Hillier** is a true inter-disciplinary design firm, offering full services in architecture, urban planning and landscape architecture. While the firm began in 1973 as an architectural practice and continues as such, two of the three Principles are members of the Canadian Institute of Planners.

The urban planning work of the firm includes such projects as the Master Plan for the Houses of Parliament and the surrounding area in Ottawa, the Concept for the Ceremonial Routes binding Ottawa and Hull, the Site and Urban Design Evaluation of the Impact Potential for the National Gallery and the Museum of Man, the planning for the WASCANA Centre in Regina, the Master Plans for three campuses for the University of Minnesota, nine downtown revita-



**Winning Entry in Brampton Urban Design Awards
Brampton Museum and Archives. C.A. Ventin Architects**

Landplan
landscape architects
environmental scientists

- landscape design, master planning, heritage planning
- environmental approvals and mediation, environmental assessment
- biophysical analysis, arborist reports

319 WOOLWICH STREET,
GUELPH, ONTARIO N1H 3W4 (519) 824-8664

offices in:
TORONTO (416) 283-2191
SASKATOON (306) 665-6944

lization plans, and Site Analysis Community Planning over an eight-year period for Erin Mills and Mississauga.

Because of the mix of disciplines and understanding of the municipal planning process, the firm is often asked to undertake feasibility studies. Depending on the nature of the project in question, some of these continue to implementation. One example is the work of the firm acting as Urban Designers and Feasi-

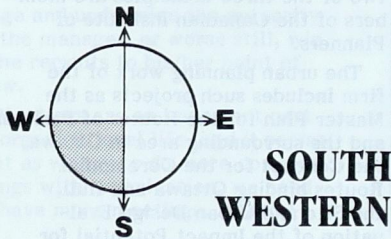
bility Investigators for the growth of the Mississauga City Centre.

Carson Woods, the Principal of **Carson Woods Architects and Planners** holds degrees in both Planning and Architecture. The firm undertakes Site Specific Official Plan and Zoning Amendments supported by Urban Design Studies and Municipal Board Expert Testimony, primarily in urban areas. Woods finds that the broader understanding of the macro as well as the micro issues relating to a

development, helps in finding the appropriate solution to the problem at hand. In his planning works, his architectural skills are seen as a great benefit, and he feels a stronger argument can be made if visual impact of the proposal is addressed. In his view, image-making is part of the planning argument.

Erika Engel is a Consultant with The City of Mississauga Planning Department.

REGIONS



Regional Editor's Note

With great regret, the Southwestern Division accepted Jeff Watson's resignation at its recent Annual General Meeting in London. Jeff is to be commended for his editorial efforts (and light-hearted approach) in the production of "SWOC Talk", and more recently, as regional editor for the Ontario Planning Journal.

In a moment of weakness and contagious goodwill, Peter Neice, the Senior Planner with the Essex County Planning Department, offered and was appointed to assume the regional editor's duties. Members, planners, students, consultants and district executive representatives in the southwest are encouraged to contact Peter with articles, news items, staff changes, reports on conferences and other social events.

Mailing Address

360 Fairview Avenue West, Essex, Ontario. N8M 1Y6

Phone

Bus: (519) 776-6441 (Ext. 226)
Res: (519) 776-6726.

SWOD-OPPI-AGM

September 26, 1986

The Park Lane Hotel in Downtown London provided the setting for the annual weekend conference. The Saturday morning session proved once again to be the major highlight of the weekend. Organizers had assembled an eight member panel

to present their view on the theme: Urban Expansion vs. Rural Integrity, Seeking Detente in London-Middlesex. The panel, capably chaired by Hans Hosse who liberally prodded on the discussion with his own witty anecdotes, consisted of:

Laverne Kirkness, Urban Design, Fanshawe College (premiere of urban-rural fringe videotape which some of us would like to borrow or get copies of - do you return your calls Laverne?).

Michael Troughton, Professor, Department of Geography, University of Western Ontario.

Gary Williams, Alderman, City of London.

Dave Murray, Reeve, Township of Westminster.

Gary McAlister, Manager, CPAB London, Ministry of Municipal Affairs.

John Farrow, Consultant, Currie, Coopers and Lybrand.

Ted Halwa, Consultant, London.

Larry Martin, Professor, School of Urban and Regional Planning, University of Waterloo.

In the course of the presentations, a misnomer many of us have been using is the phrase "rural non-farm development", which should more appropriately read "urban non-farm development". Perhaps Ted Halwa could expand his study in London Township to include conducting a survey of these misnamed persons to determine which classification best describes their existence in the fringe.

Considerable discussion from the floor took place. The bottom line seemed to be, if adequate planning controls are in place, the fringe can be a dynamic place. There may also be a price for maintenance of "rural integrity", i.e. commercial and industrial development (and assessment) in the fringe. The academics were reluctant to agree with the

apparent conclusion. I am sure we can expect a new flurry of papers to counter this conclusion.

A few brave souls offered regional government and regional planning as a panacea for the rural-urban fringe. For those cognizant of political realities and sensitivities, more palatable alternatives to "regional" were provided. I think Hans Hosse liked my "selective co-operation on area-wide issues" which is proudly defended in the Windsor-Essex fringe.

Early Saturday evening, London area consultants hosted a cocktail hour and fire drill which found our group parading down 20 flights (10 stories) of stairs and joining a bride and groom out in front of the hotel for a parting farewell in their get-away flotilla graciously provided by the City of London Fire Department in smart, highly visible yellow with gold accent trim. Boy, the City sure knows how to put on a show for visitors!!

But this show was no match for Second City. After a so-so meal for some (except those that flowed upstairs to the theatre under the influence of "Rock Lobster" coffee and liqueur concoctions), we added our 100 or so legs to the "20,000 legs under the seats" revue. Planners and developers were not to be spared the comedic barbs.

The Sunday morning annual general meeting took place in the lounge gallery of the London Regional Art

DILLON

M.M. DILLON LIMITED

TORONTO
EDMONTON
LONDON
OTTAWA
CAMBRIDGE
WINNIPEG
REGINA
YELLOWKNIFE

urban planners
environmental engineers &
scientists
transportation engineers

In Atlantic Provinces
PORTER DILLON

Gallery with a scenic view of the forks of the Thames. "To be" or "not to be" was the primary focus of the discussions. Considerable discussion ensued as to whether there should be a Southwestern Division of OPPI with corresponding executive and standing rules. The final outcome? The great Southwest District lives on - at least for another year. The moral - tis easier to give away (slowly) than to take back. Besides, the thought of no more fun-time AGM weekends was too much to bear! Nominations for the 1986/1987 executive have been called and the new executive should be in place in December. Details to follow in the next red hot edition!

Public Lecture Series at Waterloo

The School of Urban and Regional Planning at Waterloo is running a public lecture series at St. Jerome's College. The first two lectures took place in October and November, and featured Eli Comay (Province and Planning - A Reflective View), and Dennis Caplice on "Environmental Planning".

On February 5, 1987, Diana Santo will speak on "The Public Role in Planning". The series concludes on March 5th, with Gardner Church speaking on "Planning for Housing and Future Initiatives".

Planning Trends and Issues of the Future

11th Annual University of Waterloo Student Planning Conference, Friday, February 27th, 1987

On Friday, February 27th, 1987, the Urban and Regional Planning students at the University of Waterloo will host a conference entitled, "Planning Trends and Issues of the Future". The focus will be to explore current trends in planning practice and issues, which suggest ways in which planners may develop their careers in non-traditional ways and directions.

Registration may be done in advance, or on the day of the conference, beginning at 8:30 a.m. Speakers will address the following topics: Housing in the Future; Resource Exploitation Trends; Education for Planners; and the use of mediation and negotiation in planning. Mr. William B. Sargent, the wrap-up speaker, will summarize the day's proceedings and discuss the possibilities for creative careers in planning.

The conference is open to everyone, and registration fees are \$25 (\$12 for students) which includes

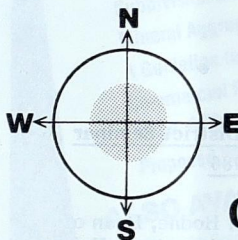
lunch and refreshments. Registration the day of the conference will be at 8:30 a.m. at Siegfried Hall, St. Jerome's College, on the University of Waterloo campus. Pre-registration fees are \$20 (\$10 for students). Pre-registration would be appreciated.

For further information or for pre-registration forms, please contact:

Eliza Coblentz
Student Planning Conference Committee, School of Urban & Regional Planning, University of Waterloo, Waterloo, Ontario. N2L 3G1
(519) 885-1211 (Ext. 2789)

The Association of WIP Waterloo Region

The Association of Women in Planning meets for lunch the first Tuesday of every month. These lunches are held at 12:30 p.m. in the Schatzi's restaurant of the Valhalla Inn, Kitchener. Any new members are always welcome. If you have any questions regarding Women in Planning, please call Astrid Clos at 579-1440.



CENTRAL

Toronto Area

The Fall was a busy time for conference-goers in the Toronto area. In mid-October, the Ministry of Municipal Affairs hosted the Ontario Planners Conference at the King Edward, asking the rhetorical question, "does the planning system and administrative structure limit planners and set barriers to effective decision-making?" In a packed three days of sessions, issues such as social and corporate planning, dealing with the media and economic revitalization were dealt with.

IBI Group, affiliated with **Beinhaker/Irwin Associates**, Architects, Engineers, Planners professional services in

LAND AND URBAN PLANNING
TRANSPORTATION
DESIGN
ENERGY
COMPUTER SYSTEMS
PROJECT MANAGEMENT

240 Richmond St. W.
 Toronto, Ontario, M5V 1W1
 (416) 596-1920

IBI GROUP

Office in
 Toronto
 Halifax
 Winnipeg
 Calgary
 Edmonton
 Vancouver



SMITH, HOFFMAN ASSOCIATES LIMITED
 ENVIRONMENTAL CONSULTANTS

143 Wyndham St. Suite 203
 Guelph, Ontario N1H 4E9
 Office (519) 822-0750

A high point (quite literally) of the conference was a special breakfast held atop the CN Tower, where delegates were given informal talks from representatives of the City of Toronto, CN and Marathon Realty concerning the 186 acre Railway Lands Redevelopment. Shortly after the session began, the restaurant was "buzzed" by a light plane trailing a welcome message to the delegates.

Rumour has it that Elizabeth Lea, organizer of the conference, is already planning more airborne surprises for next year.

A few weeks later, the Royal York was packed by delegates to the Property Forum, an annual event sponsored by the real estate industry. One of the most popular sessions was on the economics of urban design in large developments. Immediately following Property Forum, the Ministry of Housing's Building Tomorrow opened in the same hotel. This multi-disciplinary extravaganza focussed on the building industry, featuring an interesting array of speakers. Design again featured strongly, with sessions on CAD application, including demonstrations of projects such as Expo '86. Simons International showed how everything from building details to graphic renderings of the Vancouver skyline had been economically managed by their CAD system.

The Ontario Association of Land Economists also held a mini-conference, featuring "The Anatomy of the City". Speakers included economist Garry Stamm. Also this Fall, the Metro Economic Development Department sponsored a day-long seminar on free-trade issues. A report of this event will appear next issue.

Fall Program - International Fare

On November 20, 1986, John Keuffman, currently working with the IBI Group, entertained a North York lunch-eon audience with tales of his experiences working overseas. John gave pictorial examples of actual pro-

ducts prepared for a diverse range of private and public sector clients, including the UN. He also gave comparative examples of the various ways to be employed overseas and described some of the perils that can befall an intrepid photographer when pursuing indigenous wildfowl.

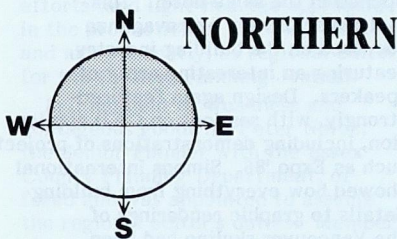
Room At The Top

Stephen McLaughlin resigned as Toronto's Commissioner of Planning in October for a contract with the Federal Government to advise on strategies for managing their considerable land assets in southern Ontario, with particular focus on central Toronto.

A selection committee, including Len Gertler, has been appointed to fill the position. Eligibility for membership in CIP is one of the job criteria.

Despite the disruption at the highest echelon, the long-awaited departmental reorganization within the City is proceeding. **Ken Greenberg** has been appointed Director of the Division of Architecture and Urban Design.

In the Jan./Feb. issue of the Journal, watch for "Under New Management", an article about recent changes at the top within the Toronto region.



Fate of Minaki Lodge Decided

Abridged from October, 1986 issue of "Northern Ontario Business".
Jeff Celentano.

On October 24, 1986, the Ontario Government announced its decision to sell the resort to Four Seasons Hotels Ltd. of Toronto. The pricetag for the luxury lodge -- variously described as a boondoggle, white elephant and elitist tourist camp -- is about \$3.5 Million, said sources at the Provincial Legislature.

The Government reviewed a rumored 30 submissions to determine who can meet conditions placed on the proposed sale. Those conditions include a guarantee that

employment of some 240 local and transient seasonal workers who work at the lodge will not be disrupted.

A spokesman for the Special Advisory Group on Crown Corporations said the move to review the lodge's ownership was made because of the general consensus that the Government should not be in the resort business.

But Mark Duggan, Manager of the Sunset Country Tourist Association, does not agree. "Minaki is a successful property. It is a catalyst for Sunset Country. It is the only major tourist attraction in the area. We like things the way they are, but we understand the Government wanting to sell".

The lodge was built in 1926 by Canadian National Railways in the grand tradition of the Banff Springs and Jasper Lodge Hotels.

The Government of Ontario assumed ownership in 1974 to protect \$550,000 in N.O.D.C. loans, and to ensure Minaki did not default on a \$500,000 mortgage held by a U.S. industrialist.

The Province now has an estimated \$40 Million invested in the Lodge.

OPPI Northern District Seminar

September 18, 1986

Sault Ste. Marie

Professor Tom Hodne, Dean of The School of Architecture, University of Manitoba, spoke on "The Influence of Colour and Feature on Building Design". He stressed that individual decisions we make regarding building colours and textures, must show more sensitivity to our physical and social environment. Speaking to a "visual pollution of neighbourhoods", he cautioned his audience to avoid the monotony of colour and texture or its lack of fit to the natural surroundings.

Mr. Michael Hough of Hough, Stansbury & Associates made a presentation on "Landscaping For the Winter City". He argued that landscaping can promote a positive approach to our lengthiest season. Suggesting that land use planning tends to "compartmentalize cities, landscape design (Hough states) can be used as an effective buffer between conflicting uses. Large and small plant elements have to be used: i) for year round conditions; ii) to buffer and soften architectural designs; and iii) to shape a four season "view".

The small but enthusiastic group

carried on a lively discussion with these design professionals following their thought-provoking presentations.

Thanks to Joe Sniezek of the City of Sault Ste. Marie Planning Department for his organizational work on this seminar.

Jeff Celentano.

N.D. Planning Conferences

Northwestern Ontario

September 11-12, 1986

A record 170 delegates attended the fourth annual Northwestern Ontario Planning Conference at the Valhalla Hotel in Thunder Bay. Delegates heard presentations on economic development and the pilot granny flat project. A session on municipal road issues and a presentation by Dr. R. Rosehart on single industry towns in Northern Ontario were particularly well received.

Northeastern Ontario

September 24-26, 1986

The 19th annual Northeastern Ontario Planning Conference hosted by Wawa (Township of Michipicoten) was attended by approximately 140 delegates. The theme of "Resource Dependent Communities - Planning for Change" set the stage for workshop sessions that tackled the difficulties of planning for boom and bust situations as well as the need to develop diversification tactics to stabilize local economies.

The Honourable Bernard Grandmaitre, Minister of Municipal Affairs and Minister responsible for Francophone Affairs spoke to a gathering of approximately 400 as conference delegates helped celebrate the 25th anniversary of the nearby community of Dubreuilville.

In keeping with true northern hospitality, delegates were treated to a "lumberjack dinner" as well as a lunch featuring "moose burgers" and blueberry pie and ice cream. Shamelessly copied from September-October issue of M.M.A.'s Planning Supplement to Backgrounder.



THE BUTLER GROUP
LAND PLANNING AND
ENVIRONMENTAL SERVICES

DAVID A. BUTLER
B.E.S., M.C.I.P. PRINCIPAL

73 Sussex Avenue
Toronto, Ontario
M5S 1J8 • (416) 926-8796

RIGHT OR WRONG? PLANNERS RESPOND

by Reg Lang and Sue Hendler

Our first article included a questionnaire that asked readers to judge whether 15 planning practices were ethical or unethical. The results, from the 50 responses received, are summarized below. Details are provided in the accompanying table.

A strong consensus emerged (i.e., over 70% of respondents) that the following practices are **unethical**:

- * Distorting information to facilitate acceptance of a development proposal the planner feels meets a public need (#3).
 - * Not providing members of the public with the full range of information available to the planner working on a planning proposal (#11).
 - * Accepting a loan from a developer with whom the planner's employer or client regularly does business (#6).
 - * Threatening a developer with costly delay in order to secure concessions the planner believes to be in the public interest (#2).
 - * Submitting a report on a by-law that affects a property owned by a member of the planner's family, without declaring a possible conflict of interest (#10).
 - * Downplaying the value judgements in a forecast or analysis to make it appear more objective that it really is (#8).
 - * Presenting an opinion known to be one the planner's client/employer will find acceptable, even though it is not the view held by the planner as a professional (#13).
 - * Seeking to avoid responsibility for giving full consideration to environmental impacts of a planning proposal or project (#12).
 - * Knowing that another planner is behaving unethically, but not informing one's superiors or the professional organization (#15).
- Similarly, respondents felt strongly that the following practices are **ethical**:
- * Within the planning department, openly taking a position on an issue which the planner knows to be contrary to the declared position of the employer or client (#9).
 - * Planning for the needs of disadvantaged groups, and working to alter policies and decisions

which oppose such needs, whether it is part of the planner's mandate or not (#14).

Three other practices were considered **unethical**, even though the consensus was somewhat weaker (i.e., smaller majority and a high proportion of "probably" responses):

- * Leaking information to the media when the planner feels strongly

about something, but believes the employer/client is being unduly secretive (#4).

- * Writing a letter to the editor, signing only one's name and home address, criticizing the municipal council for approving a development against the recommendations of the department that employs the planner (#7).



Ministry of
Municipal
Affairs

Community
Planning
Wing

777 Bay St. 13th Fl. Toronto, Ont. M5G 2E5

RECENT PUBLICATIONS

- Proposed Flood Plain Planning Policy Statement September 1986.
 Planned Retirement Communities July 1986, \$5.00
 Subdivision/Condominium Approval Procedures June 1986.
 Mineral Aggregate Resources Policy Statement May 1986.
 A Guideline to Policy Statements May 1986.
 Commercial Parking—A Planner's Handbook April 1986, \$5.00
 Maps: A Map Index for Community Planning in Ontario February 1986, \$5.00
 Proposed Foodland Preservation Policy Statement January 1986.

ALSO AVAILABLE

- Citizen's Guide to the Planning Act. Eight Brochures. 1986.
 Financial Impact Analysis December 1985, \$5.00
 Planning and Design for Commercial Facade Improvements October 1985, \$5.00
 Planning and Design for Commercial Area Improvements March 1985, \$5.00
 An Introduction to Community Planning August 1985, \$5.00
 Computers as a Planning Tool August 1985, \$5.00
 Downtown Management: The State of the Art in Ontario February 1985, \$5.00
 Towards Excellence in Downtown Management September 1984, \$5.00
 A Planner's Reference to Legislation 5th Edition June 1985, \$3.00
 A Subdivision Agreement for a Small Municipality March 1985, \$1.00
 Guidelines for Recreational Vehicle Campgrounds November 1984, \$3.00
 Re-use of Public Buildings November 1984, \$4.00
 The Planning Act Guidelines 1 to 11, 1983 & 1984.
 Towards Community Planning for an Aging Society October 1983, \$5.00
 A Guide to the Planning Act 1983, October 1983.
 Urban Development Standards: A Review March 1983, \$3.00

AVAILABLE FROM
 Ontario Government
 Bookstore
 880 Bay Street
 Toronto
 (Personal Shopping)
 Visa and Mastercard
 accepted

BY PHONE OR MAIL
 Publications Services
 880 Bay St., 5th Floor
 Toronto, Ontario
 M7A 1N8
 (416) 965-6015
 1-800-268-7540
 (807) Zenith 67200

* Organizing support among community groups and lobbying for one's planning proposal without the planning director's approval (#5).

A final practice — assisting, on one's own time, a citizens' group to prepare a position counter to that of one's employer (#1) — split respondents evenly between those who think this is ethical and those who believe it is not.

Our last question attempted to probe planners' positions on the teleological and deontological perspectives, outlined in our previous article (i.e. ends-oriented/means-oriented). A strong preference was shown for the latter. Over three quarters of the planners responding believe that an act or behaviour is right or wrong in itself, without regard to the consequences. Full members, two thirds of the sample, especially favoured this position, while most students took the opposite view; namely, that "the rightness or wrongness of an act should be judged solely by its consequences".

Although our respondents may have been turned off by the word "solely", many of the choices made in the survey did seem to be based not directly on consequences, but more on underlying value positions: honesty is right, threatening and conflict of interest are wrong, helping the disadvantaged and protecting the environment are right, and so on. A consequentialist perspective would have focussed on the results of these actions (eg. deception in the public interest may be acceptable in some circumstances), which would have produced different answers to our questions. The responses we received suggest that planners, often labouring in contexts beset by moral ambiguity, tend to fall back on basic values to guide them in deciding whether actions are right or wrong.

In general, our survey produced results comparable to other research in the field. Ontario planners' views on distorting information, threatening developers, leaking information, protecting the environment and planning for disadvantaged groups are similar to those held elsewhere, as documented by Howe and Kaufman. The responses to our question on deontological vs. teleological (i.e. means-oriented vs. ends-oriented) moral thought, however, were somewhat surprising. Many writers, including Kaufman and Hodge, have "grounded" the planning profession in consequential principles such as "the greatest good for the greatest number". OPPI planners, by favouring

deontological positions, appear to depart from this conventional view.

Overall, our results have significance for the OPPI's proposed new code of professional conduct. Planners in our sample believe strongly that conflict of interest and turning a blind eye to unethical practices are wrong, and that dishonesty and deceit are to be avoided. These are obvious candidates for emphasis in a strengthened code, but they are not specific to planners. How-

ever, some of the practices described in our questionnaire — such as paying special attention to environmental quality and social equity, and to the value bases of planning analysis — are uniquely planners'. Respondents felt strongly about these also, which suggests that they could find a place in the code. Are there other such practices that deserve similar treatment?

We'll address these issues in our next and final article, which will

ETHICAL AND UNETHICAL PLANNING PRACTICES

Practice*	E	PE	U	PU	UN	NR
1. Assisting citizens	14	32	22	24	6	2
2. Threatening developers	8	16	40	34	2	0
3. Distorting information	0	4	74	20	2	0
4. Leaking information	10	30	36	20	2	2
5. Organizing support	4	18	36	32	8	2
6. Loan from developer	4	2	90	0	4	0
7. Letter to the editor	16	20	38	22	4	0
8. Downplaying values	2	8	46	40	2	2
9. Contrary position	84	12	4	0	0	0
10. Conflict of interest	0	2	4	90	2	2
11. Withholding information	0	18	44	34	4	0
12. Disregarding env. impacts	0	0	56	36	6	2
13. Suppressing prof. opinion	2	6	64	28	0	0
14. Plg. for disadv. groups	62	28	4	4	2	0
15. Not whistleblowing	8	2	32	42	16	0
16. Deontological	76% (act is right/wrong irrespective of consequences)					
Teleological	8% (right/wrong depends on consequences)					
Undecided	16%					

The Sample

- o 22% consultant, 54% local gov't, 2% prov. gov't, 18% other
- o 30% director level, 28% senior, 24% intermediate, 4% junior, 14% other
- o 68% full members, 14% provisional, 10% student, 2% other

E = ethical PE = probably ethical
 U = unethical PU = probably unethical
 UN = undecided NR = no response and uncodable
 Total Responses = 50 Figures shown are % of respondents

* See our July/August article for full description of practices

make proposals for the revised code.

Reg Lang is a Professor in the Faculty of Environmental Studies at York University. Sue Hendler is a Ph.D. candidate in the School of Urban and Regional Planning at the University of Waterloo.

The authors gratefully acknowledge the assistance of Laurie Gordon and Martin Schneider in processing and analyzing the data from the survey.

References

Hodge, Gerald. *Planning Canadian Communities*. Toronto: Methuen, 1986.

Howe, Elizabeth and Kaufman, Jerome. "The Ethics of Contemporary American Planners". *Journal of the American Planning Association* 45 (July, 1979): 243-255.

Kaufman, Jerome. "Land Planning in an Ethical Perspective." *Journal of Soil and Water Conservation*, November-December 1980, pp. 255-258.

Kaufman, Jerome. "American and Israeli Planners: A Cross-Cultural Comparison." *Journal of the American Planning Association* 51 (Summer 1985): 352-364.

FURTHER READINGS IN ETHICS AND PLANNING

Probably the single most useful reference is Martin Wachs', **Ethics in Planning** (New Brunswick, NJ: Center for Urban Policy Research, 1979) which contains many important articles as well as the ethical codes of the American Institute of Certified Planners and others. The AICP, in **Ethical Awareness in Planning** (Washington, DC: AICP, 1983), has assembled a collection of scenarios intended to stimulate discussion among groups of planners concerned about ethics in their work. A useful reference on ethics in the public sector is Joel Fleishman and Bruce Payne, **Ethical Dilemmas and the Education of Policymakers** (Hastings-on-the-Hudson, NY: The Hastings Center, 1980) which includes an extensive bibliography. See also Gordon Bemant, Herbert Kelman and Donald Warwick, **The Ethics of Social Intervention** (New York: Halsted, 1978). On ethics more generally, a couple of useful sources are B. Brody, **Ethics and its Application** (Toronto: Harcourt Brace Jovanovich, 1983), and W. Frankena, **Ethics** (Englewood Cliffs, NJ: Prentice-Hall, 1963). Discussions of applied ethics, in the context of professions, can be found in M. Bayles, **Professional Ethics** (Belmont, CA: Woodsworth, 1982) and P. Camenisch, **Grounding Professional Ethics in a Pluralistic Society** (New York: Haven, 1983). Readers seeking current material may wish to peruse periodicals such as: **Social Theory and Practice; Philosophy and Public Affairs; Environmental Ethics; and The International Journal of Applied Philosophy**. For light relief from this heavy subject, go to Harry Stein, **Ethics (and Other Liabilities): Trying to Live Right in an Amoral World** (New York: St. Martin's Press, 1982).

OPINION

PLANNERS AND THE 4th ESTATE

By Glenn Miller

Just before resigning as a columnist for the *Globe and Mail*, John Sewell wrote a rather mean-spirited story about Stephen McLaughlin, stating bluntly that in his view, McLaughlin's departure as Toronto's Planning Commissioner was no great loss.

Now that Sewell has decided to hang up his word processor in order to head up Metro's Housing Authority, how will observers rate his performance? Will his column be missed?

I think that it will. You don't have to be a John Sewell fan to appreciate the value of Canada's national newspaper actually having an urban affairs column. Recognizing the relevance of urban affairs in our daily lives by devoting resources to reporting the subject is an important statement in its own right. Regular commentary helps improve popular understanding of the urban condition, and plays a small, but valuable, part in narrowing the communication gap between the public's perception of planning and development, and the efforts of professionals to improve things. David Stein in the *Toronto Star* and Alan Demb in the *Business*

Journal do this well.

On the whole though, the Fourth Estate (i.e. journalists) in this country don't do a very good job of reporting or analyzing planning and related subjects.

In the States, the *Boston Globe* and *New York Times* each employ a large staff of urban specialists, as do some of the serious British newspapers. I personally hope that the *Globe* finds at least one replace-

ment for Mr. Sewell. But, before the print media can begin to do better, perhaps we should actively look at our role in educating journalists in planning related matters by helping them find - and understand - interesting material to write about. Deliberately developing relationships with the press can be mutually beneficial when it comes time to tell your story.

Take a journalist to lunch!

CMP/BARNARD

Management Consultants

OFFERING SERVICES IN:

- Management Improvement
- Economic Development
- Tourism Development
- Planning Issues
- Housing Issues
- Market & Financial Analysis

Cresap, McCormick and Paget/Barnard
division of TOWERS, PERRIN, FORSTER & CROSBY Limited/Limitée

73 RICHMOND STREET WEST SUITE 300
TORONTO, ONTARIO, CANADA M5H 1Z4
(416) 665-1477

STUDENT LIAISON COMMITTEE ACTIVE

Another year is upon us and once again the Student Liaison Committee is working in full force. The Committee has a mandate to improve communications between the Institute and Ontario planning schools (including Ryerson, York and the University of Toronto). The Committee is currently developing projects to help improve communication. These projects include:



Ian F. MacNaughton, M.A.,
M.C.I.P.
Bernard P. Hermesen, B.E.S.

MacNaughton, Hermesen Planning Limited
REGIONAL & URBAN PLANNING & RESOURCE DEVELOPMENT
225 Frederick St. Kitchener Ontario N2H2M7 Telephone (519) 576-3650

Mentor/Mentee System:

Similar to the Canadian Bar Association's mentor system, this system proposed to offer technical advice as requested by students from planning professionals. Options being explored include the pairing of each mentee (student) with a mentor (planner) in a specific field of interest, who would then take on an advisory position to the student. It is hoped that this system will be in place by next September, so stay tuned ...

Student Membership Recruitment:

All three planning schools have made a very active attempt to recruit new student memberships this fall, and the response has been good (rumour has it that the increase has something to do with some little change in a by-law ... or something?) The Committee has prepared a brochure containing pertinent information about CIP and OPPI including the benefits of student member-

Project Planning Limited

Engineers · Planners · Landscape Architects

Sewage and Drainage
Water Supply
Traffic and Transportation
Roads and Parking
Waterfront, Marine and Coastal Engineering
Regional and Town Planning
Landscape Architecture

80 Bloor Street West, Toronto, Ontario. M5S 2V1 (416) 925-1411

ship. The brochure is currently being distributed within the planning schools.

Luncheon Sessions:

The three planning schools are in the process of initiating a series of informal luncheon discussions to be held monthly at each of the schools, beginning in January. Each school will host one of the luncheons that are intended to bring in speakers from those planning disciplines that are of interest to students. Students can choose the type of seminar they wish to take place in, by filling out the "Suggested Topic" form available at their school.

If you would like more information regarding the affairs of the Student Liaison Committee, please contact the CIP student representative for one of the planning schools or the OPPI office.

Elise Back and Jim Crandles are the CIP Student Representatives at Ryerson Polytechnical Institute.

J. ROSS RAYMOND, P. ENG., M.C.I.P.
PLANNING CONSULTANT

180 JOHN ST. NORTH
BOX 789, GRAVENHURST
ONTARIO P0G 1G0
OFFICE (705) 887-3183

THE STONE HOUSE
R.R. 2, GRAVENHURST
ONTARIO P0G 1G0
HOME (705) 887-4274

Read, Voorhees & Associates



Consulting Engineers

- Transportation & Urban Planning
- Transit & Para-transit
- Traffic Operations
- Parking
- Structural Design
- Functional Planning
- Project Management
- Supervision Construction

160 Duncan Mill Road,
Don Mills, Ont.

M3B 1Z5

(416) 445-4360

ONTARIO PLANNING JOURNAL

is the magazine of the Ontario
Professional Planners Institute,

3206 Yonge Street,
Toronto, Ontario M4N 2L3

(416) 483-1873

Editor:

Glenn Miller
(416) 977-1400

Southwestern Editor:

Peter Neice
(519) 776-6441

Northern Editor:

Jeff Celantano
(705) 474-0400