



BMR

NEWS
BRIEFS

32 ISABELLA STREET, TORONTO 5

President - D. W. Lang

Director - Michael D. Goldrick

May 14, 1962.

Organizing for Renewal

In 1958, in face of an urgent need to promote and co-ordinate urban renewal in the City of Toronto, a firm of management consultants recommended that a new department be established with responsibility for the three branches of renewal: redevelopment, building regulation and the improvement and conservation of existing property (see p.3). Up to the time of that recommendation, responsibility for co-ordinating redevelopment projects had been borne by the Board of Control and administered by various departments of the City. No group in the City's administration was stimulating conservation of private property.

This recommendation was not carried out. Instead, the existing Department of Buildings was renamed the Department of Buildings and Development and all regulatory functions relating to the construction and use of property were centralized under the renamed Department. Additional machinery for the active promotion of renewal was not provided. After several attempts to have the recommendation of the consultants implemented had failed, City Council on May 7th, 1962 approved the following resolution:

The Board recommends that a Development Department be established and that the Administrative, Professional and Supervisory Salary Schedule be amended by including therein the position "Commissioner of Development" at salary range of \$14,000 to \$17,000 per annum.

The Board also recommends that the Department now known as the Department of Buildings and Development be in the future known as the Department of Buildings and the Head of that Department be known as the Commissioner of Buildings.

What is the effect of Council's action?

1.) The duties of the Development Department, as now established, presumably are limited to the administration of redevelopment projects in the City. Rather than integrate the three related functions of renewal under one department, Council has separated building regulation and redevelopment from each other. In addition, it has failed to establish a group with responsibility for the conservation of existing properties. Thus, of the three renewal functions, one has not been provided for and two have been lodged with separate departments.

An independent fact-finding organization reporting to the public on civic affairs

2.) A primary reason for the recommended establishment of a single department for renewal was to relieve the Board of Control of direct responsibility for co-ordinating such programmes, parts of which were administered by a number of Civic Departments. By separating two aspects of renewal, Council has failed to relieve the Board of its co-ordinating duties and has further complicated existing lines of responsibility for renewal.

3.) The information placed before Council in support of the above recommendation was insufficient to permit a clear evaluation of the proposed department. Aside from general extracts from the consultant's report and various statements emphasizing the need for a department to promote redevelopment, few details of the anticipated duties of the department, or department head, were given; at no point was an estimate given of the department's annual expenditures; nowhere was there information concerning the relation of the department to other departments of the City or the Toronto Planning Board -- all of whose work is related in some way to redevelopment -- or to existing Committees of Council. Nor could any member of the Board of Control supply Council with firm, detailed explanations of these matters.

4.) By splitting responsibility for renewal between two departments, salaries for two department heads must be provided along with added overheads. Under an arrangement whereby the three facets of renewal are lodged under a single department, a commissioner and deputies only would be required.

It would appear then, that Council established a new department without having full information regarding the department's duties, its costs, its relationship with other departments in the city administration, or its Committees. In addition, Council's action has added yet another department to an already cumbersome organization. The Board of Control has not been relieved of a co-ordinating function which properly belongs at departmental level, and the three related and dependent aspects of renewal have not been effectively centralized under one department. The lack of adequate planning with which this matter was conceived is illustrated by the fact that advertisements for a Commissioner of Development had been placed in six national newspapers before Council dealt with the matter.

What prompted this action? Council was told that the duties of the existing Department of Buildings and Development -- the regulation of building construction and use -- are so burdensome as to prohibit them from being administered by a single department in conjunction with the two other branches of renewal. Yet the City's management consultants recommended otherwise and experience in other Canadian cities indicates that building regulation does not warrant full departmental status.

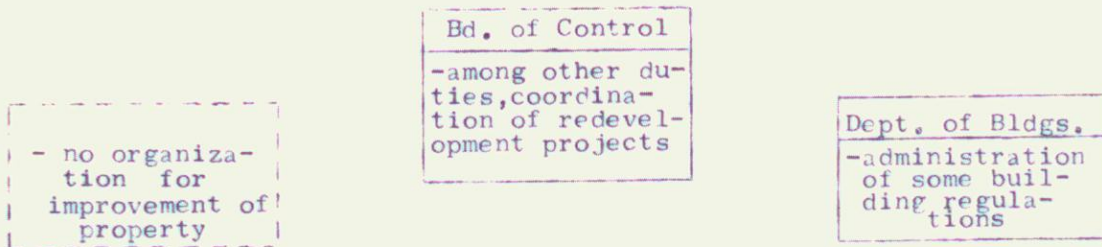
The reason for Council's action may lie in the difficulty of finding an adequately qualified person to handle responsibilities which are new to Canada and with which few individuals in North America have had experience. The fact that officials now employed by the City cannot be spared from their present duties, or lack the required training or experience in this new field, should not deter Council from establishing a sound renewal organization.

The Bureau has urged the formation of a department with responsibility for renewal. But the division of responsibilities as

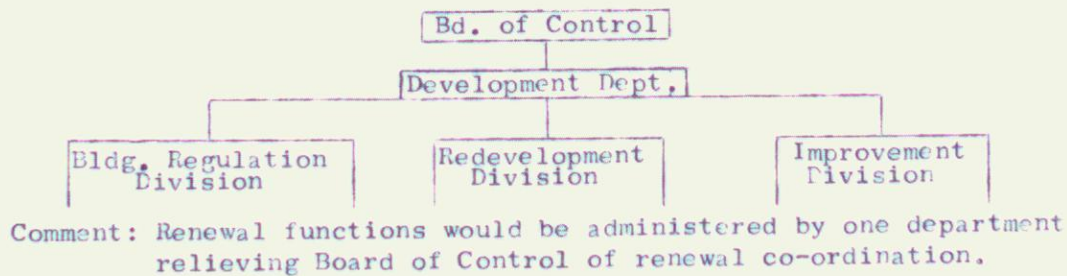
approved by City Council suggests that the matter has not received the careful consideration and planning that is warranted. The necessity for effective organization, co-ordination and economy of operation should not be disregarded. A single department, responsible for redevelopment, building regulation and the improvement of existing properties is fundamental to a vigorous renewal programme.

CITY OF TORONTO - URBAN RENEWAL ORGANIZATION

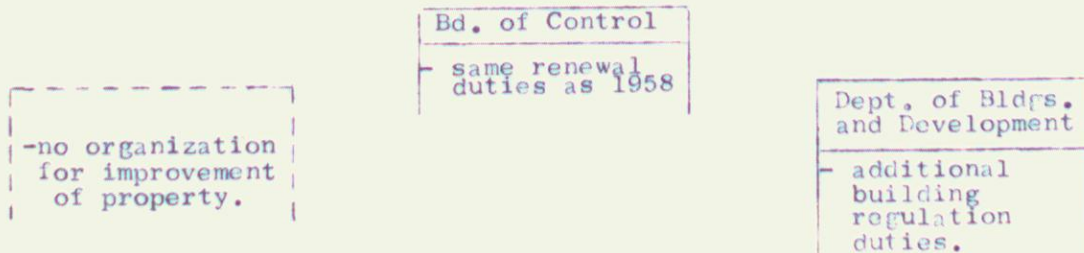
Phase I - prior to 1958.



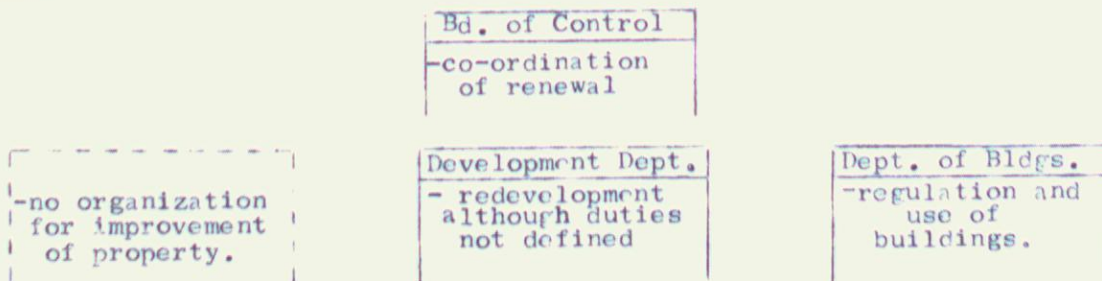
Phase II - recommendations of management consultants (not implemented)



Phase III - 1958 to 1962



Phase IV - 1962 - approved by Council resolution.



Comment: Of three renewal functions, one is not provided for and two have been divided between two departments.