

THE CENTENNIAL STUDY AND TRAINING
PROGRAMME
ON METROPOLITAN PROBLEMS

Bureau of Municipal Research
Toronto

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The Centennial Study and Training Programme
on Metropolitan Problems

Purpose

The purpose is to bring about a greater understanding of the problems faced by metropolitan areas to-day and thereby to assist elected and appointed officials in finding solutions through a two-year programme of analysis, research and practical study.

Six stages are involved:

1. The production of study papers on specific problems.
2. The preparation of critical reviews, on the above papers, by review groups (composed of elected and appointed officials, academics and professionals) established in the major metropolitan areas around the world.
3. The opportunity for authors to re-examine their papers in light of the critical reviews.
4. A two-week conference in Toronto in 1967, Canada's Centennial Year, at which the authors of the study papers, after having examined the critical reviews, can meet with the teams representing the participating metropolitan areas and together develop their views into statements.
5. The publication of a text based on the papers, the critical reviews and the conference findings.
6. Reporting back to Toronto by metropolitan area participants on changes initiated as a result of the conference. This could form the basis of a continuing programme on metropolitan problems.

Proposed Areas of Study

- 2 perspective papers: one on metropolitan government structure and one on the metropolis in a national setting and in national development.
- 9 papers subjected to critical reviews:
 - (a) 3 papers of overall interest on finance; government administration and the political process and, intergovernmental relations.
 - (b) 6 papers on specific services.

Sponsorship, Staff and Advisory Committee

- Bureau of Municipal Research of Metropolitan Toronto to act as continuing sponsor and provide early assistance.
- Staff: Director, two assistants and a secretary.
- Advisory Committee, drawn from universities, government, and business, to guide the project.

Planning Schedule

- 1965-6 - Organization, planning and assignment of studies.
- 1966-7 - Review by groups in participating metropolitan areas.
- 1967 - Re-examination of papers by authors.
- 1967 - Conference.
- 1968 - Publication of findings.

Financial Planning

Proposed expenditures - \$330,000

Proposed revenues

- (1) Initial expenses to be borne by the Bureau of Municipal Research.
- (2) No further support accepted until financing well underway.
- (3) Governments, foundations, international organizations and associations, and universities to be asked for:
 - financial, advisory and research assistance,
 - financial assistance only, or
 - advisory and research assistance only.

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BUREAU OF MUNICIPAL RESEARCH

The Centennial Study and Training Programme on Metropolitan Problems

In response to the world-wide interest in metropolitan government and concern for its problems, it is proposed that a two-year programme of study and training in this field be carried out which would culminate in a conference that would be held in Toronto in 1967. The conference site would be appropriate since Toronto is world-renowned for its bold experiment in metropolitan government. The conference date gains significance as it is Canada's Centennial Year.

The conference will bring together leading academic authorities and practical experts from selected major metropolitan areas around the world. In order that the conference programme be of maximum value and utility, it is proposed in the twenty months before the conference (i) to have prepared by leading experts in their fields a number of study projects, and (ii) to incorporate a review of these studies by participants themselves. Following the conference, the material produced prior to and at the conference will be edited and published in useful form.

Proposed Areas of Study

1. AUTHORS' PAPERS

Perspective

1. Formation, trends and alternative governmental arrangements.
2. The place of the metropolis in a national setting and in national development.

Overall Setting

3. Financing metropolitan government.
4. Government administration and the political process (including lateral communications between government departments).
5. Intergovernmental relations.

Specific Services

6. Transportation.
7. Planning and urban design (including natural resource management, parks and regional recreation).
8. Education (excluding curriculum).
9. Utilities.
10. Housing and urban renewal.
11. Health and welfare.

Budget

A total of \$25,000 has been set aside for honoraria for these studies. The distribution of this sum will be determined by the Advisory Committee prior to the commissioning of the papers.

2. CRITICAL REVIEWS

Each of the forty review groups of the metropolitan areas is to produce a critical review of one of the above studies. A total of \$70,000 has been set aside for payment to review groups. The greater part of this amount would be given to the group leaders as payment for organising the groups and the preparation of the critical reviews.

Sponsorship

The Bureau of Municipal Research of Metropolitan Toronto has initially developed the project and has formed an Advisory Committee to comment on the plans and proposed areas of study. The Bureau proposes to continue as sponsor, offering assistance as required. The role of the Advisory Committee will include:

1. Arrangement of financial support;
2. Clearance of proposed areas of study;
3. Selection of experts to handle studies and clearance of terms of reference;
4. Selection of metropolitan areas to which invitations to participate might be sent;
5. Selection of conference programme; and
6. Review of conference findings prior to publication.

Participating Metropolitan Areas

It is anticipated that about 40 metropolitan areas will be represented. Participation will be in two phases: first by review groups; and secondly, by teams of delegates at the Conference.

Each review group, of about 15 persons, will be formed by a leader, himself appointed by the Executive Director of the Programme. The group leader, in consultation with the Executive Director, will structure the group to include elected and appointed officials, academics, professionals and representatives from the business community. In order to achieve the maximum training potential sought, it is expected that participants will include those about to enter the top echelon of responsibility in metropolitan areas as well as those now in such posts.

Regular meetings of these groups will be held over the six months prior to the conference for the purpose of reviewing the studies on the specific services. Each group will prepare a written review of one paper of especial interest and will examine the other papers in lesser depth.

Team delegates to represent the metropolitan areas at the conference will be selected on the basis of background. Each team will have to include

six members if all service seminars are to be covered. One of the team delegates will be responsible for presenting the critical review at the seminar dealing with that particular topic.

The members of the review groups will receive some remuneration for participation, although the greater part of the amount made over to any one group (about \$1,800) will be paid to the group leader.

Languages:

It is proposed that French and English will be used throughout the conference and that arrangements be made for the use of other languages as needed.

Planning Schedule

June - December 1965

1. Organization of Advisory Committee - drawn from business, government and universities - Chairman: Mr. Donald M. Deacon.
2. Arrangement of financing.
3. Appointment of Executive Director (staff to be appointed later).
4. Commencement of choice of study subjects and assignments.
5. Commencement of contact with world metropolitan areas for interest in participation.

January - September 1966

1. Preparation of outlines by authors.
2. Co-ordination of study outlines.
3. Preparation of studies.
4. Organization of review groups in participating metropolitan areas and appointment of group leaders.

October 1966 - July 1967

1. Each group in the participating metropolitan areas to prepare a review of one of the studies, excluding the perspective papers. Each group will also receive all the other papers as basic discussion material.
2. Detailed organization of conference.
3. Re-examination of papers by authors.
4. Final conference arrangements.

August 1967

1. Conference (York University Campus).
(See Section VI.)

September - December 1967

1. Editorial work on conference proceedings.

January 1968

1. Publication of text on World Metropolitan Problems.

Expenditure Budget

Administration (staff and office expenses)	\$85,000
Honoraria for authors of studies	25,000
Printing and distribution of papers prior to conference	20,000
Translation of papers	30,000
Conference expenses (catering)	20,000
Publication of text on World Metropolitan Problems	25,000
Travelling (staff and authors)	25,000
Payments to review groups	70,000
Contingencies	30,000
Total	<u>\$330,000</u>

Proposed Sponsorship Revenues

1. Initial expenses to be borne by the Bureau of Municipal Research.
2. No money to be accepted from any of the potential sponsors until financing is well underway.
3. Proposed sponsors offering financial assistance and advisory and information services:
 - (a) Provincial governments;
 - (b) Foundations;
 - (c) Municipality of Metropolitan Toronto; and,
 - (d) International associations involved in municipal affairs.
4. Proposed sponsors providing financial assistance only:
 - (a) Government of Canada (Centennial Fund);
 - (b) Foundations;
 - (c) International corporations; and,
 - (d) World Bank.
5. Proposed sponsors providing advisory and information services only:
 - (a) United Nations;
 - (b) Canadian Federation of Mayors and Municipalities;
 - (c) Canadian Council on Urban and Regional Research;
 - (d) Various universities in Canada and elsewhere;
 - (e) International Union of Local Authorities; and
 - (f) International organizations of municipal officials.

Staffing Plans

It is proposed that an Executive Director be appointed and that he be provided with office space, two assistants and a secretary (see Section III). For the conference, it is expected that additional help will be required and subsequently editorial assistance will be needed.

Initial Reaction

A favourable response to the idea and purpose of the Programme has been received from all those contacted to date.

In addition to some potential sponsoring bodies that have been approached, the project has been discussed with several experts in the fields of administration and research. Persons who have shown positive interest include: Prof. Wm. Robson of London; Prof. Jean Gottmann of Paris; Prof. Martin Meyerson of Berkeley; Prof. Robert Wood of M.I.T.; Dr. Per Holm of Sweden; Dr. Eugen Pusić of Zagreb; Dr. Ernest Weissmann of the United Nations; Roger Grégoire of Paris; Hans Blumenfeld, Dr. Roy Wolfe, and Dr. A. E. Berry of Toronto; Constantine Doxiadis of Athens; and Gordon Stevenson of Australia. Municipal administrators of certain cities that would be participating have also been contacted, including persons from Calcutta, Hamburg, Detroit, Boston, Ibadan, Istanbul, and Tokyo.

Those persons having served in an advisory capacity to date have included Professors Anthony Adamson and Stefan Dupré, University of Toronto; Henry Mayo, University of Western Ontario; Douglas Verney and Harold Kaplan, York University; David Slater, Queen's University; Frank Smallwood, Dartmouth College; Messrs. John Pearson, Department of Municipal Affairs, Province of Ontario; Macklin Hancock, President of Project Planning Associates; David Mansur, Real Estate Consultant; William Archer, Board of Control (City of Toronto); Hans Blumenfeld, Planning Consultant; Charles Blessing, City Planning Commissioner, Detroit; and Oakah L. Jones, President of the Consumers' Gas Company (Toronto).

It is anticipated that this group will be asked to join the Advisory Committee and that additional members will be invited from among the sponsors.

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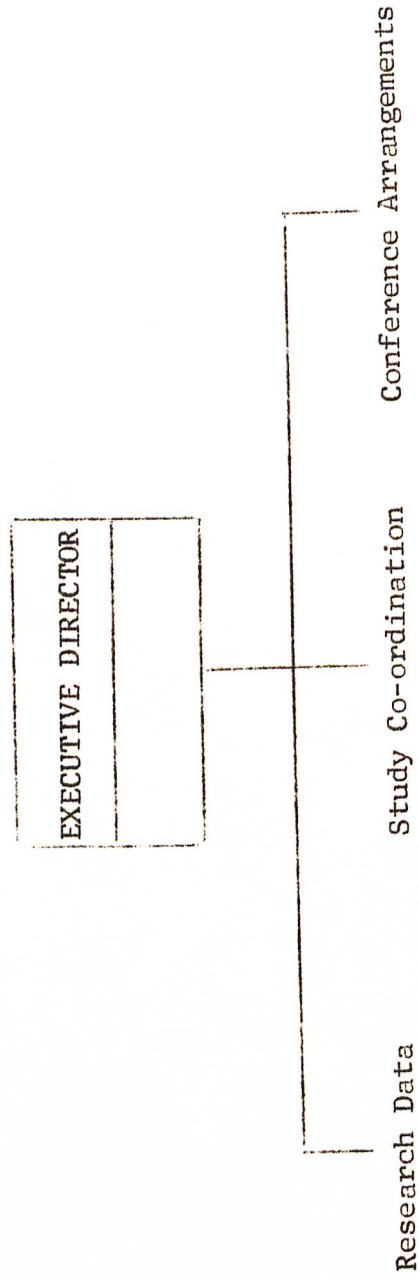
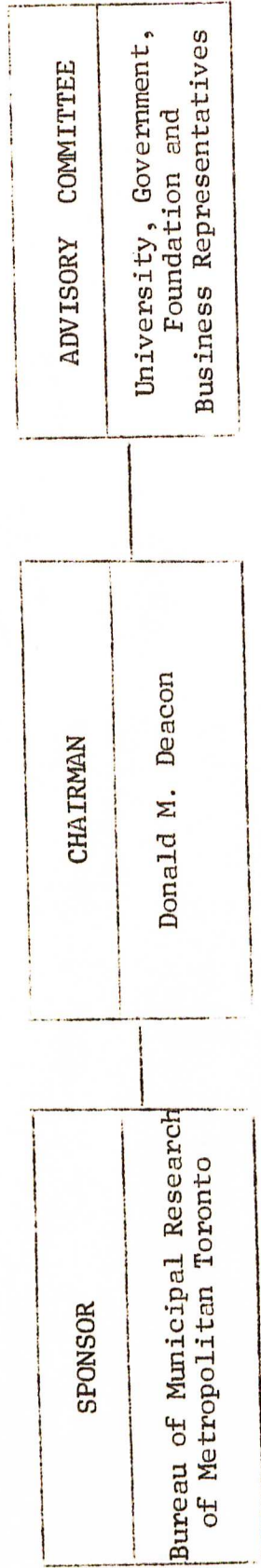
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PROPOSED ORGANIZATION

The Centennial Study and Training Programme
on Metropolitan Problems



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Section VI

THE PARTICIPATING METROPOLITAN AREAS

The following list includes all metropolitan areas exceeding one million in population plus certain other areas that, for reasons of their relative importance within a country, have also been included. Participation will be sought from all those areas marked with an asterisk. The other areas will be approached only if those initially invited decide not to participate.

Algeria Algiers	China cont*d. Tientsin Wuhan	Hungary Budapest*
Argentina Buenos Aires*	China (Taiwan) Taipei*	India Ahmedabad Bengalore Bombay Calcutta* Delhi* Howrah Hyderabad Kanpur Madras
Australia Melbourne* Sydney*	Colombia Bogota*	Indonesia Bandung Jakarta (Batavia)* Surabaya
Austria Vienna*	Congo Leopoldville	Iran Tehran*
Belgium Brussels*	Cuba Havana*	Italy Milan* Naples Rome* Turin
Brazil Rio de Janeiro* Sao Paulo*	Czechoslovakia Prague*	Japan Kita Kyushu Kobe Kyoto Nagoya Osaka* Tokyo* Yokohama
Burma Rangoon	Denmark Copenhagen*	Korea Pusan (Fusan) Seoul*
Canada Montreal* Toronto* Vancouver	France Paris* Marseille	
Chile Santiago*	Germany (West) Berlin (West)* Cologne Hamburg* Munich*	
China Canton Chungking Dairen Nanking Peiping Shanghai* Shenyang (Mukden) Sian	Germany (East) Berlin (East)* Greece Athens* Hong Kong*	

Malaysia	USSR cont'd.
Singapore	Kiev
Mexico	Leningrad*
Mexico, D.F.*	Moscow*
Morocco	Novosibirsk
Casablanca	Tashkent
Netherlands	United Arab Republic
Amsterdam*	(Egypt)
Nigeria	Alexandria
Ibadan*	Cairo*
Pakistan	United Kingdom
Karachi*	Birmingham
Lahore	London*
Peru	Manchester*
Lima*	Glasgow*
Philippines	Uruguay
Manila*	Montevideo
Poland	U.S.A.
Warsaw*	Atlanta
Portugal	Baltimore
Lisbon	Boston*
Rumania	Buffalo
Bucharest*	Chicago*
South Africa	Cincinnati
Johannesburg*	Cleveland
Spain	Dallas
Barcelona*	Detroit*
Madrid*	Houston
Sweden	Kansas City
Stockholm*	Los Angeles-Long Beach*
Thailand	Milwaukee
Bangkok*	Minneapolis-St. Paul
Turkey	Newark
Istanbul*	New York*
USSR	Paterson-Clifton-Passaic
Baku	Philadelphia*
Gorky (Nizhni Novgorod)	Pittsburgh
Kharkov	St. Louis
	San Diego
	San Francisco-Oakland
	Seattle
	Washington
	Venezuela
	Caracas*
	Vietnam
	Saigon*
	Yugoslavia
	Belgrade

Section VII

Section VI

DRAFT TERMS OF REFERENCE LETTER
TO STUDY AUTHORS

The Centennial Study and Training Programme
on Metropolitan Problems

Dr. _____

Dear Dr. _____:

We are delighted to know that you are willing to undertake a study of urban renewal for the world-wide Study and Training Programme on Metropolitan Problems that will culminate in a conference to be held in Toronto, Canada, in August of 1967.

As outlined to you, studies focussing on the selected problem areas and general perspective papers of a background nature are to be prepared in advance of the conference by acknowledged experts in their field. These studies are to form the framework for discussion at the conference. Conference participants are to be invited from selected major metropolitan areas which agree to create review groups to comment in advance on certain of the studies to be used at the conference. Those who have prepared studies will be expected to attend seminars during the two-week conference, participants at which will include those who have reviewed studies in advance. Conference findings are to be published shortly after the conference.

The area to be covered by your study should include as a minimum:

- (a) Criteria for determining the need for renewal;
- (b) Determination of type of renewal treatment -- redevelopment, rehabilitation or conservation -- most suited;
- (c) Administrative structure to carry out programme;
- (d) Financing techniques and sources;
- (e) The role of private enterprise;
- (f) The use of expropriation powers;
- (g) Relocation of families and businesses;
- (h) Aesthetic and tax considerations; and
- (i) Possibilities for avoiding decay and obsolescence.

To keep us informed of your progress, I would request that an outline of your proposed study plans be sent to us and also an outline of the proposed form of your report, before either of these phases of your work actually commences. In addition, I expect that our staff will be in touch with you from time to time, particularly as your study is nearing completion.

It is agreed that a draft of your report, in duplicate, will be in our hands by _____. Following this, a period of no longer than six weeks will be available for editing and your final report should be presented in six copies, typed or reproduced on long sheets (approximately 8½ x 14 inches), double spaced, and bound on the left-hand margin.

It is also agreed that the honorarium will be _____. Progress payments may be arranged, subject to the hold-back of 20% pending acceptance of the completed study report.

You will be reimbursed for out-of-pocket expenses at regular intervals. When requesting payment, kindly forward receipts. Travel plans should be cleared with our office in Toronto in advance.

Your study must not be used other than for the purposes of the Centennial Study and Training Programme until 12 months after the conference. If your study is not reflected in the published conference findings to your satisfaction, you will be free to use and publish your study without reference as to its sponsorship.

Instructions concerning your attendance at the conference will be forwarded at a later date. Your expenses in connection with attendance at the conference will be reimbursed or met by us.

Would you kindly confirm these arrangements by initialling the enclosed duplicate of this letter and returning it to me.

We look forward to working with you on this project.

Yours very truly,

Executive Director

CONFERENCE PROGRAMME

The following programme indicates the approximate amount of time allotted to the discussion of papers and reviews and the likely sequence of discussions. A more definite structuring of the discussion periods will be based upon the requirements of the participants when these are known.

Discussion by groups with special interests and needs will be arranged for the evenings throughout the Conference.

CONFERENCE PROGRAMME

AND ROUTING FOR TYPICAL TEAM

Week I.

	S.5		S.6		S.7		S.8		S.9		S.10	
	DL	D1	D2	D2	D3	D3	D4	D4	D5	D5	D6	D6
G.S.1												
Monday												
Tuesday												
Wed.												
Thursday												
Friday												
Saturday												

Typical team includes 6 delegates (D1-D6).

Registration and Reception.

General Session: Conference opening: Presentation of Paper No.1 (Alternative Governmental Arrangements).

Service Seminars: S5-S10 (with one team delegate to each seminar).
Authors elaborate on papers: general discussion.

First review period for presentation and discussion of critical reviews.

Second review period. Statements synthesising paper, reviews and discussion are prepared in evening by seminar 'executive'.

Statements presented and discussed.

General Session: Presentation of Paper no.3 (Financing Metropolitan Government) followed by Panel Discussion.

Groups (G1-G6) discussion of Paper No.3 and critical reviews, formed on basis of common interest. First discussion period.

Second discussion period. Statements synthesising paper, review and discussion are prepared in evening by group 'executive'.

Statements presented and discussed.

Tours of Metro. etc.

CONFERENCE PROGRAMME

AND ROUTING FOR TYPICAL TEAM

Week II

Sunday												
	G.S.2	D1	D2	D3	D4	D5	D6					
Monday	G.S.4	D1	D2	D3	D4	D5	D6					
		G.1	G.2	G.3	G.4	G.5	G.6					
Tuesday		D1		D3		D5						
		D2		D4		D6						
Wednesday	G.S.5	D1	D2	D3	D4	D5	D6					
Thursday		G.1	G.2	G.3	C.1	G.5	G.6					
		D1		D3		D5						
		D2		D4		D6						
Friday	G.S.	D1	D2	D3	D4	D5	D6					
		D1	D2	D3	D4	D5	D6					
Saturday												

General Session: Presentation of Paper no.2 (The Metropolis in a National Setting).

General Session: Presentation of Paper no.4 (Government and Administration). Followed by Panel Discussion.

Groups (G1-G6), to discuss Paper no.4 and critical reviews, formed on basis of similar interest. First discussion period.

Second discussion period. Statements synthesising paper, reviews and discussion are prepared in evening by group 'executive'.

Statements presented and discussed.

General Session: Presentation of Paper no.5 (Intergovernmental Relations). Followed by panel discussion.

Groups (G1-G6), to discuss Paper no.5 and critical reviews, formed on basis of similar interest. First discussion period.

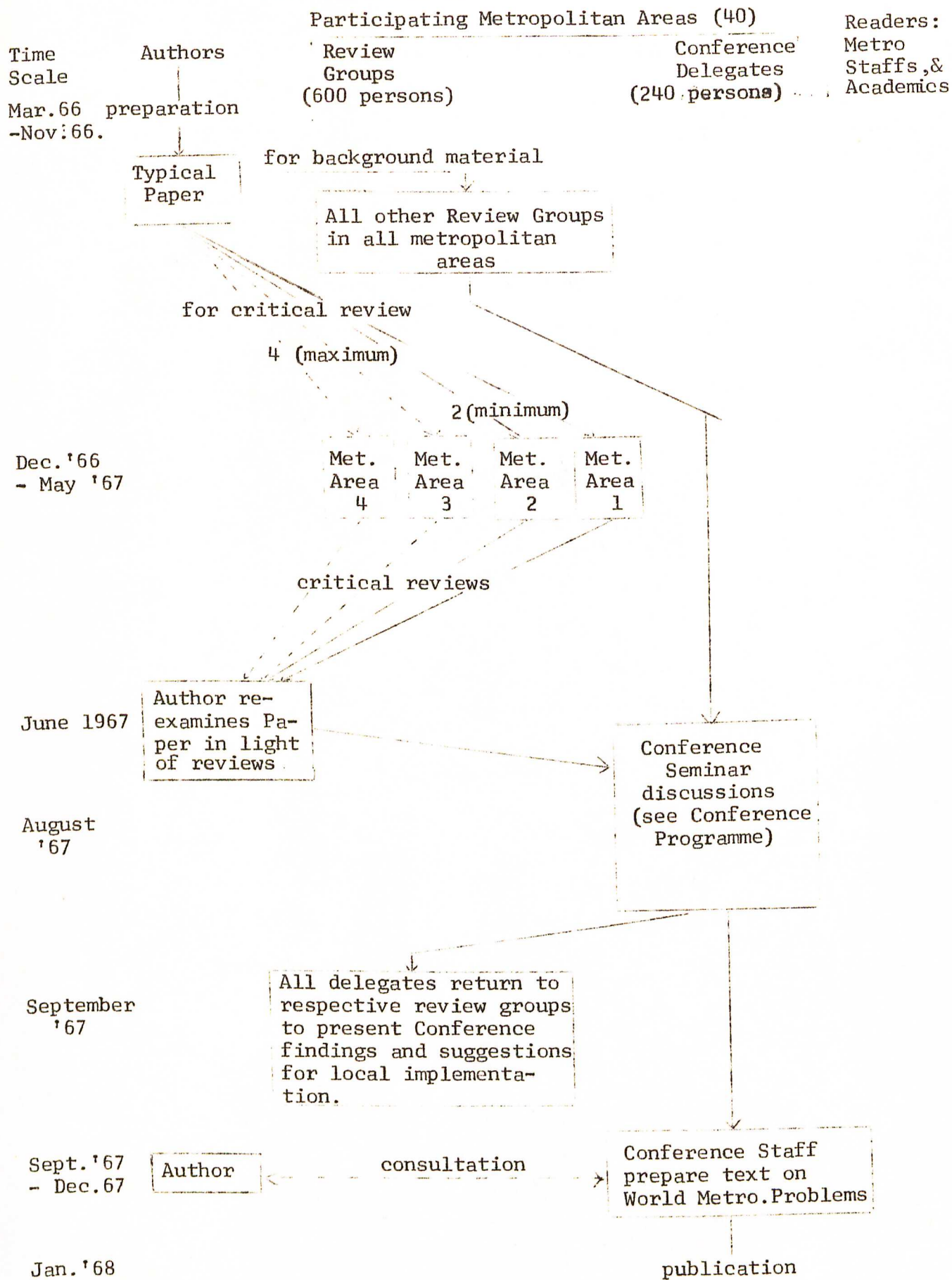
Second discussion period. Statements synthesising paper, reviews & discussion prepared in evening by group exec. & discussed next day in general session. All other Seminar & Grp.Execs. prepare summaries in evening for presentation on Friday.

General Session: Presentation and discussion of summaries of material from S.5-S.10 sessions.

General Session: Presentation & discussion of summaries of material from G1-G6 (Paper 3), G1-G6 (Paper 4), and G1-G6 (Paper 5) sessions. Also conference evaluation by panel of observers who have watched the process throughout. Dinner & closing address in evening.

Tours of Metro Toronto for those wishing to stay this week-end.

FLOW CHART FOR EACH RESEARCH PAPER



The Centennial Study and Training Programme
on Metropolitan Problems

PROPOSED SOURCES OF REVENUE

1. Initial expenses to be borne by the Bureau of Municipal Research.
2. No money to be accepted from any of the potential sponsors until financing is well underway.
3. Proposed sponsors offering financial assistance and advisory and research services:

(a) Provincial governments -	
Ontario	\$50,000
Other Provinces	60,000
(b) Foundations	110,000
(c) Municipality of Metropolitan Toronto	20,000
(d) International associations involved in municipal affairs	10,000

4. Proposed sponsors providing financial assistance only:

(a) Government of Canada (Centennial Fund)	50,000
(b) International Corporations	20,000
(c) World Bank	10,000

Total	<u>\$330,000</u> =====
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