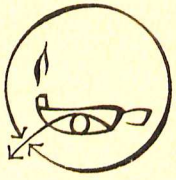
Annual meeting



BUREAU OF MUNICIPAL RESEARCH

MAY 9TH, 1974
HOLIDAY INN DOWNTOWN

BUREAU COUNCIL AND STAFF

President . . . . . Douglas C. Matthews, President, CMS Petroleum Corporation
1st Vice President . . . . . Ralph Barford, Chairman, GSW Appliances Ltd.
2nd Vice President . . . . . Jack W. Fraser, Director of Sales, Bell Canada
Treasurer . . . . . Eric Hardy, President, Eric Hardy Consulting Ltd.
Past President . . . . . Peter Oliphant, Manager, Price Waterhouse Associates

COUNCIL MEMBERS

D. Geoffrey Armstrong, Architect, Armstrong & Molesworth

M. A. Chown, Barrister and Solicitor

Glenn H. Curtis, President, Glenn H. Curtis & Associates Ltd.

Lionel D. Feldman, President, L. D. Feldman Consulting Ltd.

Dr. Murray Frum, President, Group R.

Peter Godsoe, General Manager, International, Bank of Nova Scotia

Professor Dennis C. Hefferon, Osgoode Hall Law School, York University

J. O. Hughes, Honourary Chairman, A. E. Ames & Company Ltd.

F. Warren Hurst, President, Intermet.

Neal Irwin, Peat, Marwick & Partners

Henry N. R. Jackman, President, Debenture & Securities Corp. of Canada

Leon R. Kentridge, Director of Planning, Marshall, Macklin & Monaghan.

John MacLean, Peat, Marwick & Partners

John Medcof, Barrister and Solicitor, Urquhart, Urquhart & Aiken

Vladan Milic, Adamson Associates.

Mrs. M. A. Miller, President, Association of Women Electors

John Morgan, Staff Representative, United Steel Workers

E. G. McNeely, Q.C., Marks and McNeely

Professor John Page, Faculty of Environmental Studies, York University

John D. Thurley, C.A.

W. L. S. Trivett, Q.C.

Mrs. A. H. Wait

Professor J. C. Weaver, Department of History, Queen's University

J. Bryan Vaughan, Chairman Vickers and Benson Ltd.

STAFF

Executive Director . . . . . Charles K. Bens
Research Associate . . . . . Mrs. Anne Golden
Secretary . . . . . Mrs. Judy Milne
Librarian-Secretary . . . . . Mrs. Alice Bull

ANNUAL LUNCHEON AND SEMINAR PROGRAMME

Mrs. Elena Wait – Chairwoman

9:30 to 10:10 a.m. Panel
Redirecting Growth: Political Platitudes or Practical Solutions
Colin Vaughan, Alderman, City of Toronto
Eric Fleming, Executive Director, Urban and Regional Planning Division, T.E.I.G.A.
Don Taylor, Executive Director, Local Government Services Division, T.E.I.G.A.
Mayor D. Parker, City of Barrie
Len Gertler, Director General, Research Branch, Ministry of State for Urban Affairs

10:10 to 10:40 a.m. Discussion

10:40 to 11:00 a.m. Coffee

11:00 to 11:30 a.m. Panel
New Communities: Public or Private Impetus and Control
Peter Langer, Markborough Development Inc.
Prof. Shugri Roweis, Department of Urban and Regional Planning, University of Toronto

11:30 to 12: noon Discussion

12: noon Reception – West Commonwealth Room

12:35 p.m. Opening Remarks – Douglas C. Matthews, President

12:40 p.m. Activity Report – Charles K. Bens, Exec. Director

– Luncheon –

1:15 p.m. Introduction of Speaker – Ralph Barford, 1st Vice President

Speaker – S. Bruce McLaughlin – President, S. B. McLaughlin Associates Ltd.

2:00 p.m. Adjourn Luncheon Meeting and Reconvene Bureau Members for Business Meeting

2:30 p.m. Adjourn Business Meeting

2:00 to 2:30 p.m. Panel
If Developers Had Their Way . . .
Arthur Armstrong, President & Chief Executive Officer, Bramalea Consolidated Development Limited of Toronto
Michael Cassidy, M.P.P., N.D.P., Ottawa Centre

2:30 to 3:00 p.m. Discussion

3:00 to 3:20 p.m. Coffee

3:20 to 3:50 p.m. Panel
Pickering: A New Community With Prospects and Problems
W. Wronski, Assistant Deputy Minister of Housing for Ontario
Mayor Paul Cosgrove, Borough of Scarborough

3:50 to 4:20 p.m. Discussion

4:20 to 4:35 p.m. *Public or Private: The Problems are Many*
Dr. Royce Hanson, Chairman, Maryland-National Capital Parks and Planning Commission, Maryland, U.S.A.

4:35 to 5:00 p.m. Discussion

ABOUT THE SPEAKER

S. BRUCE McLAUGHLIN, B.A., L.L.B.

Bruce McLaughlin is President and Managing Director of the McLaughlin Group of companies, one of Canada's largest land developers, with head offices in Mississauga. Mr. McLaughlin is also a partner in the law firm of Fraser and McLaughlin.

He was born in Toronto and attended Western Technical and Commercial Schoo. In 1957 he received his Bachelor of Arts degree at the University of Toronto and subsequently passed his bar exams in 1960; called to the Bar of Ontario in 1962.

Mr. McLaughlin began his career in construction by building cottages north of Toronto in the late 1940's. Shortly after, his company began assembling land tracts in what would later become the City of Mississauga. In 1969, S. B. McLaughlin Associates Limited became a public corporation, and now are actively engaged in the development of a multiplicity of projects with interests ranging from British Columbia to New Brunswick in Canada, and from Michigan to Texas in the United States. In the past six years, the company's assets have soared from twenty-five million to an appraised value of over three hundred million.

Perhaps the most significant of these is the Mississauga City development, involving 4,000 acres of land and incorporating a 200 acre pre-designed downtown core, with Square One, Canada's largest enclosed shopping complex, in its centre. Adjacent is the McLaughlin Mississauga Valleys community which will house some 28,000 residents by 1978. The McLaughlin Group also started construction of the largest Holiday Inn in the world late last year. The complex is located at the Dorchester and Stanley St. crossroads in downtown Montreal.

Bruce married the former Patricia Elaine Morrison in 1951 and they are the proud parents of five children ranging in ages from seven to nineteen. Among the family's many interests are world travel, riding, golf and tennis. Bruce is a member of the Eglinton and Caledon Hunt Club, Mississauga Country Club, and the Chinguacousy Country Club, which he founded.

In recent months, Bruce has been celebrated as the author of "One Hundred Million Canadians", a provocative look into Canada's future needs in development. This book is the first in a series he plans to publish over the next few years.

Executive Director's Report

Imagine just for a moment that you have been approached by a small group of individuals representing an old and respected community service agency to become the organization's Executive Director. In this position, it is explained, you are to be responsible for developing a programme which will be of high relevance and impact on the community, while at the same time not becoming too controversial. To make matters that much more perplexing, you discover the organization has a membership comprised of business, government, labour, university and the general public, and that each of these groups should be taken into consideration on each and every project undertaken. As if that wasn't enough, the first look at the organization's financial statement reveals they came within an eyelash of declaring bankruptcy and closing shop just before you came on the scene. If you could have predicted that your career was going to develop in this manner, perhaps you would have studied wizardry in university instead of public administration or economy. Well, you've been looking for the ultimate challenge and this situation seems to have all the ingredients, so you decide to give it a try.

It was nice of you to attempt imagining yourself in the previous situation but in reality you're probably more than ready to turn this nightmare over to its rightful owner in spite of my resistance at accepting. The resistance, however, is waning, on a consistent basis, as each of the aforementioned problems is beginning to show signs of being resolved. The three basic problems again:

Financial
Diverse membership
Impact of studies

Financially the Bureau has paid off a $77,000 debt with the aid of a provincial grant and special contributions from a select group of its sustaining members. A number of applications for grants from various levels of government and foundations have been submitted with a good chance of approval and Bureau membership is increasing slowly but surely. We may finally be able to have other than the skeleton staff which the Bureau has been forced to maintain over the past several years.

The diverse membership is not the problem it was originally though to be. Quite the contrary is in fact the case, as there are signs this diversity can become one of the strongest assets which the Bureau possesses. The input we are receiving from business, labour and other special groups has made our research more meaningful due to the special opportunity to sort out so many of the difficult interest group conflicts prior to the final report. Many of the groups have also agreed to establish a stronger liaison with the Bureau in terms of disseminating the Bureau's reports and this should give added viability to our research.

The impact our studies are having is very difficult to measure. The Lowes Commission on education solicited a brief from the Bureau and indicated our comments would be helpful, which could have been just a courtesy. On the other hand, a leading North American public affairs journal has asked for a copy of the same report for possible reprinting, which may not be just a courtesy. Michael Best of the Toronto Star thought our study on Political Representation in Metro went somewhat astray, but then the head of the Social Planning Council thought it was just great and wrote a nice letter to say so.

I don't imagine that any person or organization can, as they say, "win them all". But the Bureau seems to be winning a lot more these days and that is something I am proud to report.

As for our programme in the coming year, I can truthfully say it has more potential than any I have seen in my nine years of governmental research activities. The potential I speak of refers to the need for study in the subject areas we have selected and the impact our research can have on the development of our local governments in Ontario. The City of Toronto's 45 ft. height limit by-law emphasizes the need to develop sound planning mechanisms to control urban growth and the Bureau has a major study underway that will examine the many methods available for this purpose. The shortage of natural resources and the debate over land fill sites speaks well of the need for intensive research into incentives for recycling programs, another effort now underway by the Bureau. Municipal finance is at the heart of solutions to many of our urban problems, but has itself become one of the major problems. The Bureau's report on the Metro budget will highlight some important trends and sound a serious warning worthy of consideration by Metro councillors and other elected officials as well. And the example of the Bureau's program for the coming year would not be complete if we didn't mention the tired old subject of citizen participation. We are hopeful that our study of the subject will give it the renewed vigour and direction needed to break down the barriers now preventing viable citizen input and start a genuine movement for reform in this critical area.

It is understandable that the Bureau staff and those close to our operation would be enthusiastic about the prospects for the future of the BMR. The problem constantly with us, is being able to raise the level of concern in sufficient numbers of other people to ensure our continued opportunity to perform our "important" work. If by chance you have looked at the Bureau sufficiently to understand our purpose for being and you have even one opportunity to enlighten another, please don't hesitate because the Bureau is no different from any other "good cause". It needs all the friends it can get.

ADVISORY BOARD

Chairman. . .J. O. Hughes, Honourary Chairman, A. E. Ames & Company Ltd.

J. C. McCarthy, President,
The Consumers' Gas Company

G. S. Adamson,
Gordon S. Adamson & Associates

J. A. Campanaro,
Westinghouse Canada Ltd.

J. J. Leroux,
Executive Vice President, Operations,
Northern & Central Gas Corp. Ltd.

J. S. Dinnick, Chairman,
McLeod, Young, Weir

G. M. Gore, Special Consultant,
Canadian Red Cross Society

G. C. Gray, F.C.A., President,
A. E. LePage Limited

J. P. Moreton, Vice President
Business Development & Marketing,
Canadian Imperial Bank of Commerce

R. A. McLaren, President,
Gulf Realty Company

D. G. Neelands, President,
Canada Permanent Trust

H. Pilkington, Vice President,
Toronto Area, Bell Canada

J. B. Purdy, Treasurer,
Imperial Life Assurance Co. of
Canada

D. H. Ward, Chairman,
Dominion Securities Corporation Ltd.

G.T.N. Woodrooffe, Vice President,
Corporate Affairs & Secretary,
Falconbridge Nickel Mines Ltd.

Dr. J. Stefan Dupre, Chairman,
Department of Political Economy,
University of Toronto

STANDING COMMITTEES

Membership & Finance	Neal Irwin John MacLean Glenn Curtis Jack Fraser E. G. McNeeley	Co-Chairmen
Policy	Leon R. Kentridge Lionel D. Feldman Murray Frum Geoffrey Armstrong Mary Anne Miller	Chairman
By-laws	John Medcof F. Warren Hurst	Chairman
Annual Meeting	Mrs. Elena Wait John Morgan Peter Godsoe	Chairwoman
Public Relations	M. Chown John Weaver Bryan Vaughan	Chairman

SIXTY YEARS OF "BETTER GOVERNMENT THROUGH RESEARCH"

(Excerpted from Toronto Star, April 27, 1974 article written by Margaret Daly)

For 60 years—with little money and less fanfare, but lots of credibility—the Bureau has published its reports on civic issues from playground planning to property tax.

The Bureau's unquestioned credibility as a commentator on the municipal scene is something that has been built up over the years, but derives from two basic sources – the quality of its research, and its independence from any particular political interest group.

Its research has always been known for its thoroughness and lack of bias —although the Bureau does draw conclusions from its research, and often controversial ones.

Its recommendations have frequently angered one political faction or another. A current report on the proposed restructuring of Metro, for instance, has drawn cries of outrage from some for recommending that the City of Toronto's special status in the Metro federation be recognized and safeguarded.

As always, however, the Bureau backs up its recommendations with hard facts and stands by them. After all, a lot of its past recommendations, that drew much greater fire when they were first released, have since been implemented by one level of government or another. Such as, for instance, the existence of any form of Metro government at all.

For instance the Bureau was calling for comprehensive city planning procedures long before governments moved toward them. Way back in 1945 the Bureau was urging amalgamation or at least some kind of metropolitan federation for this area, and the push from the Bureau was a major factor in getting the province to take action in that direction eventually.

A Bureau investigation into municipal expropriation policies in 1956 was the first documented exposure of the injustices that occurred under the system. Payments weren't enough to let homeowners buy equivalent housing. The Bureau's recommendations for change became provincial law 10 years later.

Its research during the 1970s into the inequities of the property-tax system as municipal government's chief money-raising tool has formed the basis for growing, informed criticism that experts predict will soon lead to long-overdue tax reform.

Its criticism prompted revisions in a champagne-and-caviar pension plan that City Council had proposed for itself in the 1960s.

A few years later it prodded council into tightening up its rules about convention junkets for politicians at the taxpayers' expense.

In 1969, after City councillors had adopted a redrawn ward system whose chief merit was to assure the re-election of most of them, it was the Bureau of Municipal Research that pointed out the politicians' vested interest in the ward map, and influenced the Ontario Municipal Board to impose instead a "block-ward" system based on representation for real identifiable communities.

RECENT BUREAU PUBLICATIONS

The Bureau has completed four *Comments* since the last Annual Meeting which was held only six months ago. The next Annual Meeting will more than likely be twelve months from now and should see a noticeable increase in publications.

Just prior to last year's Annual Meeting, the Bureau published *Erosion on the Parkway Belt.* The report deals primarily with the size and functions assigned the Parkway Belt by the Provincial Government as it runs north of Lake Ontario, between Hamilton and Toronto. Originally the belt was to be at least one mile in width and serve basically as a transportation corridor, recreation area, and a buffer zone between developing urban areas. The width has been decreased to less than 800 feet in some places and additional functions have been assigned, such as utility corrider, with the result being a considerable reduction onf the ability of the green belt to perform its intended functions.

Changes in Municipal Grants for 1973 took a brief look at the importance of provincial payments to municipalities and the formulae utilized in the distribution of grants. Basically the report concludes that the provincial budget is vague and incomplete in its statement of the purpose of the strategy behind the grants program and that the redistribution of wealth, a major consideration in the grant structure, is not being adequately accomplished.

Metro and Area Boards of Education: Budget Ceilings Fracture or Fragile Compromise was prepared as a brief to the Lowe's Commission on Education. Through the evaluation of other briefs presented and reading of relevant secondary material and several interviews, the Bureau determined that while the purpose of the budget ceilings to reduce educational spending is being accomplished, it is questionable whether it is occurring in the appropriate areas and whether the side effects on morale and teacher-trustee relationships is worth the so-called increased efficiency. The Bureau identified four important areas for educational reform:

1. quality of teachers
2. goals of education
3. decision-making
4. financing

and made specific recommendations on how improvements could be made in each of these areas.

Political Representation on Metropolitan Toronto Council reviewed the various proposals for restructuring representation at the Metro level. The advantages and disadvantages of direct and indirect election were considered, as well as the factors important to the decision of how many representatives each of the member municipalities should have on the Council. The Bureau recommended smaller wards, one alderman per ward, election of the Metro Chairman by Council members, recognition of the central role of the City in any representation scheme and the elimination of Boards of Control to be replaced by Executive Committees. The Bureau also presented two proposals for election of Metro representatives, one emphasizing indirect election and the other direct election.

Due to be published in the first part of May are two additional reports, *A Critique of the Comay Task Force on Housing* and a *Study on Attempts to Control Urban Growth.* The Comay Report reviews the work of the Task Force and critically evaluates the recommendations that were made. The central theme of the Bureau's review is that the public sector may well need to play an equally important role in the provision of housing for the citizens of Ontario to that of the private sector instead of the supporting role as suggested by the Comay Task Force.

–BETTER GOVERNMENT THROUGH RESEARCH–