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Box 1

BUREAU OF MUNICIPAL RESEARCH

ANNUAL REPORT

1962

ANNUAL MEETING,
MAY 30, 1963.
ROYAL YORK HOTEL,
TORONTO.

BUREAU OF MUNICIPAL RESEARCH

To the Members:

Herewith are presented Balance Sheet and Statement of Revenue and Expenditure for the year ended February 28th, 1963, and our auditors' report thereon. Also presented is the report of our Director, Mr. Michael D. Goldrick, M.A., which contains a summary of activities during the year and a report on the undertakings which are now under way or in the planning stage. We hope these reports will meet with your approval and that we can look forward to the continuation of your generous support.

On behalf of the Council,

D. W. LANG,

President,

May 17th, 1963.

DIRECTOR'S REPORT

To the Council and Members:

It is a pleasure for me to offer this short summary of the Bureau's work in the past months and the plans that are under consideration for the future. To any but the least sensitive observer of metropolitan affairs in Toronto, it is clear that the Bureau's opportunity for assisting in the improvement of government and community life are very nearly unlimited. The demand for the types of work that the Bureau can undertake effectively is always greater than our capacity in terms of staff time and budget.

The following will show that our future programme contemplates an expansion of activities which might be described as community service functions, and a strengthening of our traditional research programme by tapping the rich research resources of the Toronto community.

I. Current Work

The Bulletin Series

There are a number of ways in which the Bureau works for more efficient municipal government and greater public understanding and knowledge of local affairs. Our library and reference facilities are in continual use and our staff assists a great variety of organizations and individuals in municipal matters. But our most important instrument for influencing community action is our bulletin series, Civic Affairs, which brings to over 600 key people in Metro Toronto objective studies of current local issues. Recently municipal business taxes, hospital construction financing in Metro, the distribution of welfare expenditures, and property tax exemptions have been the subject of individual studies. In the more

recent editions of the bulletin, an effort has been made to shorten the length and to present information in a less technical form to appeal to a broader audience of laymen, elected representatives, and administrators.

The next issue of Civic Affairs will not only deal with an interesting subject - the characteristics of candidates for public office in Metropolitan Toronto - but also will introduce a new format for Bureau publications. This lively new design, including a new emblem, will be more attractive and also will have definite practical advantages. Bulletins in the future will be more concise and more easily read due to a new text layout featuring two columns a page and a shorter over-all length. These features combined with a more attractive appearance will help us in our competition for the time of our readers.

Seminar on the Metropolitan Community

During the past winter, the Bureau, in co-operation with the University of Toronto, sponsored a series of lectures on metropolitan life and government. The series brought together 86 senior representatives of key organizations - from business, labour, government, cultural and civic organizations in 16 weekly sessions on the University campus. Each session, conducted by an expert in a particular aspect of municipal government offered an opportunity to selected decision-makers from a cross section of the community to gain a wider understanding of urban life and a chance to exchange views and attitudes with others.

The very satisfactory response to this project reflects a growing concern on the part of many thoughtful people for the problems of urban life and government currently being felt in Metro Toronto. Whether this particular programme or a variation of it is offered next winter, experience has shown that similar types of projects fill a vital need and as such are important areas of activity for the Bureau.

II. Future Programme

Restatement of Aim

The work of the Bureau has traditionally centred on applied research emphasizing the analysis and improvement of conditions currently existing in municipal operation throughout Metro. It has taken the form of studies published as bulletins issued throughout the year. Recently, this basic programme was re-examined and it was decided that a more comprehensive and effective job could be done by -

- a) formally recognizing the need for a Public Service Function in our programme and officially adopting it; and
- b) exploiting the rich human and material resources for research in Metro to develop further our existing Applied Research Programme.

In practice, these functions would be developed in the following manner.

a) Public Service Function

The object of the Public Service Programme is -

- i) to inform the public about the operation of local authorities;
- ii) to provide them with critical analyses of current public issues;
- iii) to recommend the adoption of specific courses of action in relation to programmes and policies in the community;
- iv) to provide a clearing house function, collection of data relating to Metro Toronto.

These aims are to be achieved by means of a varied programme, the core of which will be the Bulletin Series revised as mentioned above. Courses, such as the present Seminar on the Metropolitan Community, conferences, assistance to citizen groups, and study sessions for elected representatives and private individuals would become a part of the Public Service Programme.

b) Applied Research Programme

The Applied Research Programme is the Bureau's primary contact with government policy-makers and, through the Bulletin Series, its primary means of influencing the adoption of improvements in government policy and structure. It is the action arm of the Bureau. The Applied Research Programme would have two major purposes -

- i) to carry suggestions for improvements in the operation of government and community life to elected representatives, public administrators, private civic leaders, and the general public;
- ii) to serve as a medium for public information - that is to provide comment on current governmental problems and translate the results of basic research for the consumption of laymen and government officials.

It is proposed that a Research Advisory Committee be recruited to assist in research programming and the identification of key areas of public policy in Metro requiring intensive study. The Committee, composed of a dozen citizens, professional municipal administrators, and academics would also investigate the undertaking of larger scale research projects in relation to major problems in Metro Toronto.

The assistance of such a Committee and the potential commissioning of more extensive research projects than is possible under the existing applied research programme would strengthen our opportunities to improve present conditions of municipal operation. At the same time, it would exploit the experience of municipal specialists in public and private life who daily observe the operation of the unique form of urban government in Metropolitan Toronto.

International Meeting on Metropolitan Problems

For the past several months, the Bureau has explored the feasibility of there being held in Toronto in 1965 a meeting to discuss metropolitan life and government. These investigations have been carried out in response to a number of suggestions that Toronto, due to its unique metropolitan form of government, should initiate discussions of problems common to all major metropolitan areas.

Thus far, preliminary, informal discussions have been carried out locally and among key individuals and organizations abroad whose interests would be served by such a meeting. In addition, a committee has developed a tentative programme which would satisfy the objectives that could be expected for the project. All initial steps point to a firm decision regarding the active organization of such a meeting in Toronto being reached by mid summer.

The meeting would bring together participants representing interests in specific functional areas associated with the urban community from selected metropolitan areas. We envisage the attendance of people whose interests range from those of the urban geographer to public administrator, politician, economist and so forth. Each urban area would be represented by a team of such specialists.

The conference would be conducted at three levels with three basic objectives in mind.

- a) Functional specialists would be given an opportunity to exchange information with their opposites from other metropolitan areas.
- b) The implications are urban life, flowing from its social, economic, political, and institutional features, would be studied in terms of their effect on the management of the public sector of the metropolis.

- c) Advantage would be taken of the presence of leading spokesmen from throughout the world to develop a concept of the place and future of the metropolis.

The initiative represented by the development of a metropolitan form of government in Toronto is known, has been studied, and is regarded as an imaginative innovation in governmental form throughout the world. Metro Toronto therefore could well be the rallying point for a study which would draw together goals, opinions as to how these goals might be achieved, standards, and effective social, physical, and governmental systems which will allow the finest metropolitan communities to be built. As a growing metropolis, Toronto would not only capitalize on the accumulated experience represented at the meeting but also could offer specialists from other metropolitan areas an opportunity to observe at first hand our form of urban government.

The feasibility of holding an important international meeting of this kind will be further explored by the Bureau in the coming months.

Membership

To conclude this summary of our work, I am pleased to report that more than 300 individuals, business firms, and institutions contributed to our programme this year. This support enabled us to distribute our publications without charge to 450 elected representatives of municipal governments in Metro Toronto, members of the Provincial Legislature and appointed officials of both levels of government.

In regard to our financial position, although expenses exceeded revenue by some \$2,300 during the past fiscal year, this is nevertheless a considerable improvement over the deficit that had been forecast at the beginning of the year.

Through the efforts of the Council, the Bureau was successful in gaining many new members as well as retaining the existing ones. The Council is confident that the membership roster will continue to grow in the coming year and the Bureau's financial position will also show improvement.

M. D. Goldrick
Director

TOUCHE, ROSS, BAILEY & SMART
CHARTERED ACCOUNTANTS

UNITED STATES OF AMERICA
GREAT BRITAIN
AND OTHER COUNTRIES
THROUGHOUT THE WORLD

SAINT JOHN	QUEBEC
CAP DE LA MADELEINE	MONTREAL
OTTAWA	TORONTO
HAMILTON	LONDON
WINNIPEG	REGINA
SASKATOON	NORTH BATTLEFORD
CALGARY	EDMONTON
VANCOUVER	VICTORIA

250 UNIVERSITY AVENUE
TORONTO 1, ONT.
CABLE ADDRESS: 'TROBAS'

AUDITORS' REPORT

The Bureau of Municipal Research.

We have examined the balance sheet of the Bureau of Municipal Research as at February 28, 1963 and the related statement of revenue and expenditure for the year ended on that date. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion the accompanying balance sheet and related statement of revenue and expenditure present fairly the financial position of the Bureau as at February 28, 1963 and the results of its operations for the year ended on that date, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Touche, Ross, Bailey & Smart

Toronto, Ontario,
March 12, 1963.

Chartered Accountants.

BUREAU OF MUNICIPAL RESEARCH
BALANCE SHEET AS AT FEBRUARY 28, 1963

ASSETS

Current assets	\$ 219.54	
Cash	<u>235.00</u>	
Accounts receivable		\$454.54
Equipment and library - at nominal value		<u>1.00</u>
		<u>\$455.54</u>

LIABILITIES

Current liabilities	\$ 103.90	
Accounts payable	<u>700.00</u>	
Note payable		\$803.90
Deficit		
Surplus - March 1, 1962	1,954.42	
Excess of expenditure over revenue for the year	<u>2,302.78</u>	
		(348.36)
		<u>\$455.54</u>

STATEMENT OF REVENUE AND EXPENDITURE
FOR THE YEAR ENDED FEBRUARY 28, 1963

Revenue		
Subscriptions		
Membership	\$13,775.00	
Financial statistics	3,710.00	
Bulletins	1,181.75	
Service	1,966.49	
Sundry	<u>156.37</u>	
Total revenue		\$20,789.61
Expenditure		
Personal services	16,285.38	
Office and general	4,384.54	
Printing and mailing	<u>2,422.47</u>	
Total expenditure		<u>23,092.39</u>
Excess of expenditure over revenue for the year		\$ 2,302.78

THE BUREAU OF MUNICIPAL RESEARCH

Membership Roster 1963

Abitibi Power and Paper Company
Limited
Aikenhead Hardware Limited
Aluminum Goods Limited
A. E. Ames and Company Limited
Andras, Hatch and Hetherington Ltd.
Ault & Wiborg Company of Canada
Limited

Bank of Montreal
Bank of Nova Scotia
Barber-Ellis of Canada Limited
Mr. A. I. Barnard
K. J. Beamish Construction Company
Limited
Bell Telephone Company of Canada
Bicroft Uranium Mines Limited
Henry Birks and Sons (Ontario) Limited
Blake, Cassels and Graydon
Board of Trade of Metropolitan Toronto
Borden Company Limited
Bowater's Newfoundland Pulp & Paper
Mills Ltd.
W. H. Bosley and Company
A. Bradshaw & Son Limited
Brazilian Traction Light & Power
Co. Ltd.
T. G. Bright & Company Limited
British American Oil Company Limited
Brunswick-Balke-Collender Co. of
Canada Ltd.
Burns Brothers and Denton Limited

Hon. G. Peter Campbell, Q.C.
Campbell, MacLaurin Lumber Co. Limited
Canada Bread Company Limited
Canada Coal Limited
Canada Dry Limited
Canada Life Assurance Company
Canada Malting Company Limited
Canada Packers Limited
Canada Permanent Toronto General Trust Corp.
Canadian Bank Note Company Limited
Canadian Breweries Limited
Canadian Coleman Company Limited
Canadian Food Products Sales Ltd.
Canadian General Electric Company
Canadian Imperial Bank of Commerce
Canadian Industries Limited
Canadian Kodak Company Limited
Canadian Manufacturers' Association
Canadian Oil Companies
Canadian Pittsburgh Industries Limited
Canadian Tire Corporation Limited
Cannon Electric Canada Limited
Carnation Company Limited
D. C. Carruthers & Wallace, Consultants Ltd.
Cassels, Defries, Des Brisay
Chartered Trust Company
Christie, Brown & Company Limited
Clarke, Irwin and Company Limited
Colgate-Palmolive Limited
Connors Brothers Limited
Consumers' Gas Company
Continental Can Company of Canada Limited
Cooper-Weeks Limited
Co-ordinating Committee of Toronto
Ratepayer Associations
Corbett-Cowley Limited
Mr. Rolph R. Corson
Crown Cork and Seal Company Limited
Crown Life Insurance Company
Crown Trust Company
Culverhouse Canning Company Limited
E. & S. Currie Limited

Daltons (1834) Limited
R. A. Daly and Company Limited
Daly, Harvey and Cooper
Dart Union Company Limited
Mr. R. E. Day
Debenture & Securities Corporation
of Canada

Mr. J. H. Devlin
Display Service Company Limited
Dodds Medicine Company Limited
Dominion of Canada General Insurance
Company
Dominion Duplicators Limited
Dominion Electric Protection Company
Dominion Foundries and Steel Limited
Dominion Securities Corporation
Limited
Dominion Stores Limited
Domtar Packaging Ltd.
Don Mills Developments Limited
Dun and Bradstreet of Canada Ltd.
Duplate Canada Limited

Easy Washing Machine Company
Limited
T. Eaton Company Limited
Robert Elder Limited
Elliott and Page Limited
Excelsior Life Insurance Company

Dr. E. G. Faludi
Fraser, Beatty, Tucker, McIntosh
& Stewart

W. J. Gage Limited
General Foods Ltd.
Glendinning, Campbell, Jarrett & Dever
Globe Envelopes Limited
Goodyear Tire and Rubber Company of
Canada Ltd.
Gore and Storrie Limited
Grand and Toy Limited
Gunn, Roberts and Company

Eric Hardy Consulting Services
Hargraft, Wood, Fleming Ltd.
Harris and Partners
J. A. Haugh Manufacturing Company Ltd.
Hilroy Envelopes & Stationery Ltd.
Honeywell Controls Limited
Household Finance Corporation of Canada
Hudson's Bay Company

Imperial Life Assurance Company of
Canada
Imperial Oil Limited
Imperial Tobacco Company of Canada
Limited
Independent Order of Foresters
International Business Machine Company
Limited
International Silver Company of Canada
Mr. R. G. Ivey, Q.C.

Jenkins Brothers Limited
Johnson and Higgins (Canada) Limited

Mr. J. J. Kavanagh
Kenscott Limited
Kernaghan and Company Limited
Mr. K. M. Kilbourn

Laidlaw Lumber Co. Ltd.
Mr. D. W. Lang, Q.C.
Lantz Rhodes Limited
Lever Brothers Limited
Link Belt Limited
Loblaw Groceries Company Limited
London Life Insurance Company

Gordon Mackay and Company Limited
Maclean-Hunter Publishing Company
Limited
Maher Shoe Stores
Maple Leaf Milling Company Limited
Marani & Morris & Allan
Maritime Telegraph & Telephone Co. Ltd.
Marsh & McLennan Limited
Massey-Ferguson Limited
Mr. H. E. Meilicke
Midland Securities Corporation Limited
Miller Paving Limited
Mining Corporation of Canada Limited
W. G. Mitchell and Company
Monarch Construction Limited
Montreal Board of Trade
Montreal City and District Savings
Bank
Montreal Star Company Limited
Moore Corporation Limited
Municipal World Limited
McConnell, Eastman and Company Limited
Mr. H. J. McDonald
McLeod, Young, Weir and Company Limited

National Cash Register Company of
Canada Ltd.
National Life Assurance Company of
Canada
National Trust Company Limited
Wm. Neilson Limited
New Brunswick Telephone Company
Limited
Newfoundland Light & Power Company
Limited
North American Life Assurance Co.
John Northway and Son Limited
Northwestern Utilities Limited.

Oland & Son Limited
Osler, Hoskin & Harcourt

Page-Hersey Tubes Limited
John B. Parkin Associates
Peat, Marwick, Mitchell & Co.
Pigott Construction Company Limited
Pipe Tools Supply Limited
W. C. Pitfield & Company Limited
Pitney-Bowes of Canada Limited

Mr. Stuart B. Playfair
Price Waterhouse & Company
Procter and Gamble Company of Canada Ltd.

Ramset Fasteners Ltd.
Mr. Stanley G. Reid
Riddell, Stead, Graham & Hutchison
Robertson, Lane, Perrett, Frarkish and
Estey
Rosco Metal & Roofing Products Ltd.
Royal Bank of Canada
Royal Securities Corporation Limited
Helena Rubinstein Limited
E. L. Ruddy Company Limited
Ruud Manufacturing Company

Samuel, Son & Company Limited
Shawinigan Water & Power Company
Shell Oil Company of Canada Limited
Robert Simpson Company Limited
Sinclair & Valentine Company of Canada
Limited
Howard Smith Paper Mills Limited
John B. Smith & Sons Limited
Southam Company Limited
Spruce Falls Power & Paper Co. Ltd.
Stedman Brothers Limited
Steel Company of Canada Limited
Sun Oil Company Limited
Swift Canadian Company Limited

G. Tamblyn Limited
Tennant Smith Limited
Thorne, Mulholland, Howson &
McPherson
Tilden Rent-A-Car Limited
Toronto Carpet Manufacturing Company
Limited
Toronto-Dominion Bank
Toronto Star Limited
Touche, Ross, Bailey and Smart
Traders Finance Corporation Limited
Trans-Canada Pipe Lines Limited

Union Carbide Canada Limited
Union Gas Company of Canada Limited
Union Milk Company Limited

Wahn, McAlpine, Mayer, Smith, Creber,
Lyons, Torrance and Stevenson
Waterloo Trust and Savings Company
Wickett and Craig Limited
Mr. J. R. M. Wilson
Wilson-Munroe Company Limited
Winspear, Hamilton, Anderson and Company
Wood, Gundy & Company Limited

Zimmerman, Haywood, Winters and Chambers