

**BMR**

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**BUREAU OF MUNICIPAL RESEARCH**

Annual Report  
1981/1982



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## President's Report

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For sixty-eight years, the Bureau has worked to develop primacy in research affecting municipal affairs. I think that we can fairly claim to have met that objective. Now, as you will read elsewhere in this report, our Council has agreed upon an action plan to achieve a greater impact upon government and the public so that real improvements can be initiated and followed up.

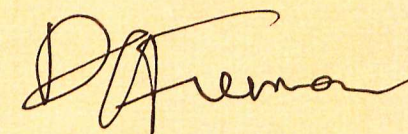
This new direction will succeed with the continuing and revitalized cooperation of our supporters. Our governing Council, consisting of thirty members drawn from your ranks, will be embarking upon issue-oriented tasks to assist our professional staff in evaluating the urgency of topics and in assembling research information. We will be looking for independent experts whose work may be published under the Bureau's aegis, and for supporters who will participate in specific studies which may overlap with their particular areas of interest.

In short, we hope to exploit the wealth of talent and knowledge amongst our supporters, in a positive and creative way. We must develop the techniques to do this effectively, recognizing that those whose assistance we most desire are likely to be the busiest.

The Bureau can survive only if contributors feel that our work is timely and effective in reaching municipal governments and the public.

Our past efforts to utilize members' energies and interests have been only occasionally fruitful; however, our hope for success in the future will hinge upon the principle of involvement in the most effective structure which you, the members, can devise. And our objective, if I may be allowed to rephrase it in response to the opinions which I have been hearing from you, will be the effective dissemination of more and better information, to affect and alter the course of public policy, in the public interest.

I should like to thank our efficient and hard-working staff who have carried on with aplomb through difficult times. Without their devotion we would be unable to go forward. And may I also thank Council and Executive members who have spent countless hours on Bureau business, on Policy Committee and on fundraising. I trust that as we embark upon the next phase of the Bureau's existence, all will feel that the results are even more worthy of their efforts.



David Freeman  
President



Council

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Staff

Executive Director MARY LYNCH
Office Manager JUDITH MILNE
Librarian ALICE BULL



# Highlights of the Past Year

The past year has been an exceptional one for the Bureau. The impact of reports done in the last few years, in such areas as user charges and contracting out municipal services, increased as more municipalities adopted the Bureau's recommendations. This trend continued with each report published during the past year. In fact, the Bureau's work is gaining in influence. Not only are reports being implemented at the local level, but publication sales have increased dramatically and are receiving a wider distribution across Canada.

The Bureau made inroads into other areas as well during the past year. The year end financial statement shows a surplus at the end of the 1981/82 year. Extensive planning was undertaken to determine future courses for the Bureau. The result is a revitalized and stronger organization with specific goals for the next few years.

Some highlights of the past year are listed here.

## RESEARCH COMPLETED

- \* Benefits and Costs of Recreation is a widely acclaimed guide to understanding the role of recreation at the municipal level.
  - Used as a background paper for the Ontario Minister's Conference on Recreation.
  - Sent to all 838 Ontario municipalities by the Province for action and inclusion in their programs.
  - Sold more copies across the country than any previous Bureau publication.
- \* Work-Related Day Care is the first comprehensive report on day care in the workplace done in Canada.
  - Generated a great deal of interest in workplace day care with both corporations and unions.
  - Prompted an editorial in a major Toronto newspaper which urged corporations, unions and government to implement the Bureau's findings.
  - Used by a federal interdepartmental committee on day care in examining the federal role in day care.
  - Used extensively by people working in the workplace day care field as a reference paper.

# Highlights of the Past Year (con't)

- \* A Case for Bachelorettes reports on the housing crisis which single people in Toronto are facing. It also documents and evaluates the emergence of an illegal form of housing which has responded to this demand.
  - Presentation to the Neighbourhoods Committee and the City of Toronto Council.
  - Being used as the basis for a current housing review to be undertaken during the summer of 1982 by the City of Toronto.
- \* Directory of Governments of Metropolitan Toronto remains the only comprehensive directory of Metro Toronto municipalities.
- \* BMR IN REVIEW is the Bureau's newsletter which provides ongoing information on various municipal issues. It has gained in popularity over the past year since it is one of the few sources of municipal information in the country. Topics covered in the last year have included:
  - Municipal Wage Settlements in Ontario
  - Predicting Housing Demand at the Municipal Level
  - Do We Really Need 4,000 Local Governments in Ontario?

## RESEARCH ONGOING

- \* Industrial development is one of the major areas of concern to municipalities. Contending with plant shutdowns, high unemployment and a deteriorating tax base, local governments are beginning to become more involved in promoting industrial growth. The Bureau report analyzes this trend and makes recommendations for action in this area by municipalities.
- \* Home support services for the elderly has become a big issue across the country as the elderly become an increasingly large proportion of the population. This Bureau report looks at the present programs which are aimed at providing services to the elderly in their homes, evaluates them and identifies the gaps.



## Highlights of the Past Year (con't)

### MUNICIPAL INFORMATION

- \* An important part of the Bureau's activities is to provide information on municipal issues and effectively disseminate Bureau reports. Over the past year this has involved a range of activities including:
  - Presentations at a variety of conferences and meetings including the BUILDING TOWARD 2001 conference by the Ministry of Municipal Affairs and Housing and the INDUSTRIAL DEVELOPMENT SEMINAR by the Intergovernmental Committee on Urban and Regional Research.
  - Being invited to participate in seminars sponsored by such organizations as the Certified General Accountants of Canada and the Province of Ontario.
  - Submissions to various governmental committees on past Bureau reports including topics such as the Proposed Planning Act and the Toronto Island Airport.
  - Wide media coverage in newspapers, radio and TV as well as articles in CIVIC PUBLIC WORKS, RECREATION CANADA and CURRENT MUNICIPAL PROBLEMS.
  - Answering numerous requests for information on municipal issues.

### FINANCES

- \* As a result of an extensive fundraising effort over the past year, the Bureau's deficit has been eliminated and an operating reserve has been established. This will provide a strong basis of operation. Fundraising activities in the coming year should improve this situation even further and ensure the financial stability of the Bureau.
- \* There have been other factors in the good financial position which the Bureau has experienced this year. New economies of operation have been achieved which include streamlining the entire office. More effective promotion of Bureau publications has also allowed publication sales to double over the last year. This is important not only in terms of raising revenue but also in increasing the impact of Bureau work.

## Plans for the Future

A major planning session was held at the end of January 1982 to formulate a plan for the future of the Bureau. From this an extensive evaluation was completed which identified new exciting courses of action for the Bureau in the coming years.

The action plan is aimed at making the Bureau more vital than ever. The changes are not radical departures from the Bureau's traditional role. However, they represent important changes in emphasis and policy - adaptations to a changing environment.

- \* For more than 60 years the Bureau has been recognized as an authority on municipal issues. The Bureau will continue to provide objective, nonpartisan analyses of issues which will strengthen this position. The work selected, however, will become more topical, and at times more controversial.
- \* The Bureau will take a more national focus. Our reports are already used across the country. We will now begin to broaden our information base to include areas outside Ontario.

- \* The Bureau will communicate the results of its work as effectively as possible. Special efforts will be made to bring the results of Bureau research to the attention of policymakers and the public.
- \* The Bureau will undertake shorter studies which are issue oriented as well as the indepth ones which are the basis of our work now. This will provide more timely information on municipal issues on a continuing basis.
- \* The Bureau will begin to monitor trends at the municipal level, including areas such as municipal taxation. The aim is to provide information on an ongoing basis which will enable people both inside and outside government to more effectively deal with current issues.
- \* The diversity of Bureau funding will be maintained and strengthened. It will also be supplemented by funding to undertake specific projects on particular areas of interest at the municipal level.

The result of these activities will be a more vital and exciting Bureau which truly lives up to its motto - better government through research.



Auditors' Report

*Touche Ross & Co.*  
Chartered Accountants

The Members,  
Bureau of Municipal Research.

We have examined the balance sheet of the Bureau of Municipal Research as at February 28, 1982 and the statements of revenue and expenditure for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances, except as noted in the following paragraph.

In common with many not-for-profit organizations, the Bureau of Municipal Research derives part of its revenue in the form of donations which are not susceptible to complete audit verification. Accordingly, our verification of revenue from this source was limited to accounting for the amount recorded in the accounting records of the Bureau.

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves with respect to donations, these financial statements present fairly the financial position of the Bureau as at February 28, 1982 and the results of its operations for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

*Touche Ross & Co.*

North York, Ontario,  
March 25, 1982.

Chartered Accountants

Balance Sheet  
as of February 28, 1982

	1982	1981
<u>ASSETS</u>		
Current		
Cash	\$ 4,670	\$ -
Term deposits	38,000	-
Prepaid expenses	<u>3,137</u>	<u>2,908</u>
	45,807	2,908
Equipment and library, at nominal value	<u>1</u>	<u>1</u>
	<u>\$45,808</u>	<u>\$ 2,909</u>
<u>LIABILITIES</u>		
Current		
Bank indebtedness	\$ -	\$18,863
Accounts payable and accrued liabilities	<u>3,573</u>	<u>3,028</u>
	<u>3,573</u>	<u>21,891</u>
<u>SURPLUS (DEFICIT)</u>		
(Deficit) at beginning of year	(18,982)	(695)
Excess of revenue over expenditure (expenditure over revenue) for the year	<u>61,217</u>	<u>(18,323)</u>
Surplus (deficit) at end of year	<u>42,235</u>	<u>(18,982)</u>
	<u>\$45,808</u>	<u>\$ 2,909</u>



Statement of Revenue and Expenditures  
for the year ended February 28, 1982

	1982	1981
Revenue		
Memberships	\$ 80,175	\$ 83,880
Subscriptions	6,507	7,338
Publications	5,237	3,448
Grant from the Province of Ontario	100,000	25,000
Grant from specific projects	4,757	-
Seminars	-	1,130
Sundry	570	505
	<u>197,246</u>	<u>121,301</u>
Expenditure		
Salaries and personnel costs	86,416	85,961
Office and general	35,851	38,578
Printing and mailing	13,762	15,085
	<u>136,029</u>	<u>139,624</u>
Excess of revenue over expenditure (expenditure over revenue) for the year	<u>\$ 61,217</u>	<u>(\$ 18,323)</u>

Notes to Financial Statement

1. Summary of significant accounting policies
- a. Fixed assets

Fixed assets are recorded at a nominal value. Additions are charged against revenue in the year of acquisition.
- b. Revenue

Revenue from all sources is recorded when received.
2. Lease commitment
- Under the terms of a lease for office space, the Bureau is committed to basic annual rental payments of \$15,400 expiring February 28, 1985.

Recent Publications

The following are a sampling of Bureau publications over the past few years. All of the publications are available through the Bureau office.

BE IT EVER SO HUMBLE: THE NEED FOR RENTAL HOUSING IN THE CITY OF TORONTO - March 1977

THE BENEFITS AND COSTS OF RECREATION - April 1981

A CASE FOR BACHELORETTES - March 1982

CHANGING THE PLANNING ACT: RISKS AND RESPONSIBILITIES - November 1977

COST SAVING INNOVATIONS IN CANADIAN LOCAL GOVERNMENTS - September 1979

COST SAVING INNOVATIONS IN CANADIAN LOCAL GOVERNMENTS: A MORE INDEPTH LOOK June 1980

DESIGN FOR DEVELOPMENT: WHERE ARE YOU? March 1977

DIRECTORY OF GOVERNMENTS OF METRO TORONTO 1981-82 - June 1981

FOOD FOR THE CITIES: DISAPPEARING FARMLAND AND PROVINCIAL LAND POLICY - June 1977

IN RESPONSE TO THE ROBARTS REPORT - October 1977

IS METROPLAN A GAMBLE WORTH TAKING? - February 1977

MUNICIPAL SERVICES: WHO SHOULD PAY? - February 1980

PRODUCTIVITY AND QUALITY OF WORKING LIFE - TWO SIDES OF THE SAME COIN - November 1979

PROVIDING MUNICIPAL SERVICES - METHODS, COSTS AND TRADE-OFFS - February 1981

THE PUBLIC INTEREST AND THE RIGHT TO KNOW - March 1979

THE PUBLIC LIBRARY AS INFORMATION CENTRE - February 1978

SCHOOL CLOSURES - ARE THEY THE SOLUTION? - November 1980

SCHOOL VANDALISM: AN EMERGING CONCERN? September 1977

SHOULD THE ISLAND BE AN AIRPORT? - November 1977

SHOULD THE PROVINCE HELP SAVE ONTARIO'S DOWNTOWNS? - November 1978

TEACHING LOCAL GOVERNMENT: A RESPONSIBILITY OF THE EDUCATIONAL SYSTEM - May 1978

TRANSPORTATION PLANNING IN LONDON: CAN LONDON CATCH THE BUS? - December 1978

UNDERSTANDING METRO'S TRANSIT PROBLEMS July 1979

WHAT CAN MUNICIPALITIES DO ABOUT ENERGY? - March 1978

WORK RELATED DAY CARE - HELPING TO CLOSE THE GAP - September 1981



CORPORATE

Algoma Central Railway  
BP Canada Ltd.  
Bank of Montreal  
Bank of Nova Scotia  
Bell Canada  
Board of Trade of Metropolitan Toronto  
Brascan Limited  
British American Bank Note Co. Limited  
Cadillac Fairview Corporation Limited  
Canada Packers Limited  
Canadian Imperial Bank of Commerce  
Canadian Reinsurance Company  
Canadian Tire Corporation, Limited  
Carling O'Keefe Limited  
Confederation Life Insurance Company  
Consumers' Gas Company  
Consumers Glass Co. Limited  
Crown Life Insurance Co.  
Dominion of Canada General Insurance Co.  
Eastern Construction Co. Ltd.  
Federal Pioneer Limited  
Group R  
Guaranty Trust Company of Canada  
Gulf Canada Ltd.  
The Imperial Life Assurance Co. of Canada  
Imperial Oil Limited  
The Independent Order of Foresters  
Jackman Foundation  
Kodak Canada Inc.  
Labatts Ontario Breweries  
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Lever Brothers Ltd.

PROFESSIONAL

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Armstrong and Molesworth  
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Development Engineering (London) Limited  
M.M. Dillon Limited  
Eric Hardy Consulting Limited

GOVERNMENTAL

City of Burlington  
Canada Mortgage and Housing Corporation  
City of Chatham  
Regional Municipality of Durham  
Borough of Etobicoke  
City of Gloucester  
City of Hamilton  
Regional Municipality of Hamilton-Wentworth  
City of Kingston  
Metropolitan Separate School Board  
Municipality of Metropolitan Toronto  
Ministry of Intergovernmental Affairs  
City of Mississauga  
Ministry of Municipal Affairs & Housing  
City of Nepean

LABOUR

Ontario Federation of Labour  
Sudbury and District Labour Council

London Life Insurance Company  
Maclean-Hunter Limited  
Manufacturers Life Insurance Company  
Marathon Realty Company Limited  
Marsh & McLennan Limited  
The McLean Foundation  
Midland Doherty Limited  
Misener Properties  
The Molson Companies Limited  
The National Life Assurance Company of Canada  
Nestlé Enterprises Ltd.  
Noranda Mines Limited  
North American Life Assurance Company  
Northern and Central Gas Corporation Limited  
Northern Telecom Canada Limited  
Olympia & York Developments Limited  
Parking Authority of Toronto  
Rio Algom Limited  
The Royal Bank of Canada  
Shaw Pipe Industries Limited  
The Sheraton Centre  
Southam Inc.  
Stelco Inc.  
Sun Life Assurance Company of Canada  
Sunoco Inc.  
Texaco Canada Inc.  
3M Canada Limited  
Toronto Star Limited  
The Toronto-Dominion Bank  
TransCanada Pipelines Limited  
Union Gas Limited  
Hiram Walker-Gooderham and Worts Limited  
George Weston Limited

IBI Group  
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