

BMR

BUREAU OF MUNICIPAL RESEARCH

Annual Report
1983

Table of Contents

President's Report	1
Council	2
Advisory Board and Staff	3
Highlights of the Past Year	4
Research	6
Auditors' Report	8
Recent Publications	11
Contributors	12

President's Report

In our annual report of 1982, greater impact upon government and public was stated to be the primary objective for the current year and an action plan to achieve this was described. Changes in research and public relations policy have been initiated during the year and as a result, our clipping files show more coverage locally and nationally than ever before; increased sales of studies have been registered; enquiries and interest in the Bureau are at a high level.

But there is a downside to success. In spite of the efforts of Council members and friends, our membership and financial support has continued to erode. Corporate supporters upon whom we have depended find ever more demands upon their disposable dollars. Several have withdrawn long standing memberships, feeling that they should switch their support to other worthy causes.

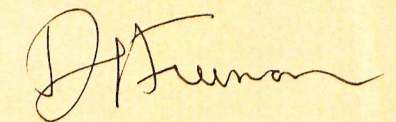
Every indication is that business budgets, labour union budgets, not to mention personal budgets, will be permanently leaner and harder yet to crack, as managers have become accustomed to detailed scrutiny of every proposed expenditure.

Yet the importance of municipal research is undiminished and undoubted. This year, Ontario grants to municipalities and to school boards have fallen again. Cities and towns must be able both to increase efficiency of their operations and to find new sources of revenue if they are to continue serving their citizens; and a research capability is essential to achieve these ends.

In my view, and it is a personal view, the Bureau has already passed the watershed and is at the waterfall. I believe its only hope for survival now is to become intimately involved in the needs of municipalities, and to look directly to governments for funding. It is careful policy analysis and reasoned advocacy which the municipalities need; these the Bureau can provide and I do not believe its reputation for independence need be compromised in the process. My recommendation to Council and Executive will be to approach Provincial governments for major contributing grants; or to seek a mutually fair union with another municipal association at the earliest possible date.

I fear that the lack of such a continuing support system will cause the Bureau simply to expire as traditional sources of funds cease to provide nourishment. Change is in the nature of our studies; our organization must, as well, change its techniques.

Great credit must go to our staff who have been responsible for the excellent work and efficient management of the Bureau. Council, Policy Committee, and Executive members have all contributed to the maintenance of the fine reputation of Bureau publications. On behalf of all members and users of the Bureau's information bank, I wish to thank them sincerely.



David C. Freeman
President

Council

President DAVID C. FREEMAN City Architect City of Hamilton	ROBERT F. FELLNER Development Engineering (London)
Past President ERIC HARDY Eric Hardy Consulting Limited	W. R. FOSTER Carling O'Keefe Limited
Vice President & Treasurer LORNE ALMACK Price Waterhouse Associates	JACK FRASER, Assistant Vice President Bell Canada
Vice President & Chairman of Policy Committee LEON KENTRIDGE Vice President of Planning Marshall, Macklin & Monaghan	MATTI GERING Kodak Canada Inc.
Vice President DR. MURRAY FRUM President, Group R	NEAL IRWIN Partner, IBI Group
Vice President RUSSELL J. MORRISON	GEOFFREY MILBURN, Vice President, Public Affairs, Consumers' Gas Company
Vice President R. J. VAN AELST Manager, Financial Markets Commercial Marketing and Development Royal Bank of Canada	JAMES A. MIZZONI Mizzoni Real Estate Limited & Insurance
Vice President MRS. ARTHUR H. WAIT	W. KENT NEWCOMB, Economics Department Manager, Stelco Inc.
D. GEOFFREY ARMSTRONG Armstrong and Molesworth	BILL RENO, Ontario Retail Council United Food and Commercial Workers
MARYON BRECHIN Consumers Association of Canada	LOU SAGE, Chief Administrative Officer City of Hamilton
MICHAEL CATFORD Vice President, Research & Analysis A. E. LePage	DR. COPE SCHWENGER Department of Health Administration University of Toronto
ALAN P. COLE Home Office Real Estate Consultant Confederation Life Insurance Co.	LORNE C. STEPHENSON Director, Corporate Affairs John Labatt Limited
	W. L. S. (Bud) TRIVETT, Q.C.
	MICHAEL B. VAUGHAN Vaughan, Willms
	PROFESSOR JOHN C. WEAVER Department of History McMaster University
	F. E. WHITEHEAD Senior Investment Vice President Crown Life Insurance Company

Advisory Board

Chairman DOUGLAS C. MATTHEWS	ARTHUR LANGLEY
Past Chairman JAY P. MORETON	J.J. LEROUX
RALPH BARFORD	DONALD MCKILLOP
DR. STEFAN DUPRE	PETER OLIPHANT
G. M. GORE	J.B. PURDY
G. C. GRAY	J. BRYAN VAUGHAN
F. W. HURST	G. T. N. WOODROOFFE

Staff

Executive Director MARY M. LYNCH	Research Associate IVY FRANCE
Office Manager JUDITH MILNE	Librarian ALICE BULL
Research Associate ROBERT FERGUSON	Library Assistant BRUCE KIRKLEY
Municipal Management Coordinator KENNETH CRAIGIE	

Highlights of the Past Year

A year ago, the Bureau identified a new course of action to follow. Five areas were identified as priorities.

- * The Bureau will take a more national focus.
- * The Bureau will undertake shorter studies which are issue oriented in addition to the indepth ones.
- * The Bureau will communicate the results of its work as effectively as possible.
- * The Bureau will monitor trends at the municipal level.
- * The diversity of the Bureau funding will be maintained and strengthened.

The past year has seen some large gains in moving toward the 5 priority areas. The Bureau has made some important changes in emphasis and policy. Some of these changes are outlined here.

National Focus

- * Studies such as industrial development and prostitution have included more information and analysis of issues across the country.
- * Publication sales has increased dramatically in areas outside of Ontario.
- * Participation in the Fiscal Austerity questionnaire will provide access to national information to continue to build a national perspective.
- * Networks of contacts are being established in other cities. As well, major newspapers from across the country are being monitored on a daily basis to keep abreast of local issues.
- * Bureau staff are addressing and participating in more national conferences to build contacts and disseminate information.
- * Requests for information on municipal issues and the Bureau have increased in the last year in areas outside of Ontario.

Shorter & More Timely Reports

- * The presentation, length and style of reports have changed over the last year to make them easier to use.
- * Issues are being chosen as they arise so they can be more directly useful.

Highlights of the Past Year (con't)

Effectively Communicate Results

- * Each report is now formally brought to the attention of politicians and administrators active in the area. This is achieved through submissions to committees, personal presentations, extensive mailings and followup contacts.
- * The first Bureau publications brochure was distributed this year. Along with an expanded mailing list for BMR In Review, this has increased knowledge about our reports and raised the Bureau's visibility.
- * The Bureau has received more media coverage in the past year than ever before. We are beginning to get consistent coverage of reports in newspapers, radio, and television. This is true from Vancouver to Halifax as well as the U.S.
- * Bureau work is being reprinted and reviewed in newsletters and magazines such as the Alberta Municipal Counsellor, Civic Public Works, Current Municipal Problems, Small Business.

Monitor Trends

- * The BMR In Review has provided valuable information on trends at the local level. This information will be supplemented over the next year.
- * Reports such as the one underway on Urban Indicators will set up a basis for information gathering and comparison over the next few years. It is a step toward ongoing monitoring of critical factors at the local level.

Diversify the Funding

- * Publication sales have doubled over the last three years.
- * The Bureau has undertaken a contract with the Province of Ontario to monitor the projects being funded under the Municipal Action 85 program.
- * A grant was received from the City of Toronto in support of the work which the Bureau did on the prostitution study.
- * Funding is being sought for the development on a municipal newsletter which would document innovations at the local level and provide information to municipalities about projects underway across the country.

Industrial Development: The Municipal Role

"The report is considered an excellent guide for municipalities who are considering becoming more active in the industrial development field." - Industrial Commissioner, City of Gloucester

"I found the report very useful." - Donald Johnston, Minister of State Economic Development

"Today's municipal role in economic development is an extremely complicated issue and one that (the Bureau) seems to have researched very well. The publication should prove a very informative reference item." - Ontario Ministry of Industry and Trade

The best basic procedure to follow in starting an industrial development program is presented in this report. Aimed at municipalities who are beginning to consider an economic development program, it presents information on areas like the need to assess the local economic base, having a well thought out plan, the importance of existing industries.

Directory of Governments of Metro Toronto - 1983

This comprehensive directory of Metro Toronto and the six area municipalities provides essential information for individuals, companies and groups dealing with Metro municipalities.

Questions for Electors

"The Bureau ... has come to the rescue once again for people who want to put their candidates on the spot." - Globe and Mail

This report outlines the major issues in the recent municipal elections in Metro Toronto, Mississauga and Vaughan.

Over 3500 copies were distributed, and the report was used extensively at all-candidates meetings - by both candidates and citizens.

By providing information on issues, the report helped to generate interest and assist people in assessing the candidates.

Decentralization in Metro Toronto: Is It Being Threatened?

"The report is about Toronto, but the lessons may apply to many cities." - Federation of Canadian Municipalities

"The Bureau has served the public interest well by the publication of this report." - Mayor Eggleton, City of Toronto

The report addresses the relationship between a number of proposed transportation schemes and the principle of decentralization adopted in the Metro and City of Toronto Official Plans.

A danger is identified. The proposals are being viewed in isolation of each other and without consideration of their impact on decentralization.

Street Prostitution in Our Cities

"Thank you for providing members with such valuable information in the study of this complex issue." - Clerk, Justice & Legal Affairs Committee, House of Commons

In recent years, pressure on politicians to control street prostitution has been increasing. This report reviews the complaints of citizens, if the problems are legal or nuisance related, and outlines action which a municipality can take to control problems.

Understanding The Impact of Section 63 on Commercial Property Taxes

The focus of this report is the impact of Market Value Assessment (Section 63) on commercial realty and business taxes.

Tax shifts between categories of businesses have occurred in some municipalities. These are reviewed in terms of possible negative impacts on the economic base of the area.

BMR IN REVIEW

Over the last year the Bureau's newsletter has provided information on a number of important topics.

- * David Crombie: Federal Perspective on Municipal Issues
- * How Will Municipalities Cope with Restraint?
- * The Change in Property Taxes in Canada

RESEARCH UNDERWAY

Trends in School Costs

Taxpayers, politicians and provincial governments across the country are questioning the increasing costs of running schools. How can costs be escalating while enrolment is declining?

This report will review spending patterns as a whole, declines in enrolment, student/teacher ratios, school operations and other issues.

Fiscal Austerity and Urban Innovation

The Bureau is taking part in a national survey aimed at determining the municipal response to current restraint. Questionnaires sent to Mayors and Chief Administrative Officers look at provision of services, priorities between services, local decision making, innovations undertaken, user fees, etc.

Information from these questionnaires will serve as a valuable source for understanding municipal actions over the next few years.

Urban Indicators

Recent Census information for 24 Canadian cities is being combined with statistics from a number of other areas to develop a data base of 34 urban indicators. Covering areas such as housing, industry, population trends, social condition, crime, this study will form the basis for yearly updates.

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, 1983 and the statement 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, 1983 and the results of its operations for the year then ended in accordance with the accounting principles as described in Note 1 applied on a basis consistent with that of the preceding year.

North York, Ontario,
April 12, 1983.

Touche Ross & Co.

Chartered Accountants

Balance Sheet as of February 28, 1983

	<u>1983</u>	<u>1982</u>
<u>ASSETS</u>		
Current		
Cash	\$ 2,087	\$ 4,670
Term deposits	-	38,000
Prepaid expenses	<u>3,151</u>	<u>3,137</u>
	5,238	45,807
Equipment and library, at nominal value	<u>1</u>	<u>1</u>
	<u>\$ 5,239</u>	<u>\$45,808</u>
<u>LIABILITIES</u>		
Current		
Accounts payable and accrued liabilities	<u>\$ 3,911</u>	<u>\$ 3,573</u>
<u>SURPLUS (DEFICIT)</u>		
Surplus (deficit) at beginning of year	42,235	(18,982)
Excess of (expenditure over revenue) revenue over expenditure for the year	<u>(40,907)</u>	<u>61,217</u>
Surplus at end of year	<u>1,328</u>	<u>42,235</u>
	<u>\$ 5,239</u>	<u>\$45,808</u>

See accompanying notes to financial statements.

Statement of Revenue and Expenditures for the year ended February 28, 1983

	<u>1983</u>	<u>1982</u>
Revenue		
Memberships	\$ 80,391	\$ 80,175
Subscriptions	6,997	6,507
Publications	5,469	5,237
Interest Income	2,835	-
Sundry	319	570
Grant from the Province of Ontario	-	100,000
Grant from specific projects	-	4,757
	<u>\$ 96,011</u>	<u>\$197,246</u>
Expenditure		
Salaries and personnel costs	74,114	86,416
Office and general	39,850	35,851
Printing and mailing	22,954	13,762
	<u>136,918</u>	<u>136,029</u>
Excess of (expenditure over revenue) revenue over expenditure for the year	<u>(\$ 40,907)</u>	<u>\$ 61,217</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.

c. Expenses

Expenses are recorded on an accrual basis.

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.

Economy

INDUSTRIAL DEVELOPMENT: THE MUNICIPAL ROLE - December 1982

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

Education

SCHOOL CLOSURES - ARE THEY THE SOLUTION? - November 1980

SCHOOL VANDALISM: AN EMERGING CONCERN? September 1977

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

Environment

WHAT CAN MUNICIPALITIES DO ABOUT ENERGY? - March 1978

Finances

MUNICIPAL SERVICES: WHO SHOULD PAY? - February 1980

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

UNDERSTANDING THE IMPACT OF SECTION 63 ON COMMERCIAL PROPERTY TAXES - 1983

Housing

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

A CASE FOR BACHELORETTEES - March 1982

Human Services

THE BENEFITS AND COSTS OF RECREATION - April 1981

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

Planning

CHANGING THE PLANNING ACT: RISKS AND RESPONSIBILITIES - November 1977

DECENTRALIZATION IN METRO TORONTO: IS IT BEING THREATENED? - October 1982

DESIGN FOR DEVELOPMENT: WHERE ARE YOU? March 1977

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

Productivity

COST SAVING INNOVATIONS IN CANADIAN LOCAL GOVERNMENTS - September 1979

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

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

Public Safety

IS POLICING THE PUBLIC'S BUSINESS - 1976

STREET PROSTITUTION IN OUR CITIES - 1983

Transportation

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

UNDERSTANDING METRO'S TRANSIT PROBLEMS July 1979

Contributors

CORPORATE

Bank of Montreal
Bank of Nova Scotia
Bell Canada
Board of Trade of Metropolitan Toronto
Brascan Limited
Canadian Imperial Bank of Commerce
Canadian Reinsurance Company
Canadian Tire Corporation, Limited
Carling O'Keefe Limited
Confederation Life Insurance Company
Consumers' Gas Company
Crown Life Insurance Co.
Dominion of Canada General Insurance Co.
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
A.E. LePage Limited
Lever Brothers Ltd.
London Life Insurance Company
Maclean-Hunter Limited

PROFESSIONAL

H.H. Angus & Associates Ltd.
Ernest Annau, Architect
Armstrong and Molesworth
John Bousfield Associates
F.H. Deacon Hodgson Inc.
Gardiner, Roberts
Eric Hardy Consulting Limited
IBI Group
Judicial Valuation
Marsh & McLennan Limited
Marshall Macklin and Monaghan

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
City of Mississauga
Ministry of Municipal Affairs & Housing
City of Nepean

LABOUR

Ontario Federation of Labour
Sudbury and District Labour Council

Manufacturers Life Insurance Company
Marathon Realty Company Limited
The McLean Foundation
Misener Properties
The Molson Companies Limited
Morgan Bank of Canada
The National Life Assurance Company of Canada
Nestlé Enterprises Ltd.
Noranda Mines Limited
Northern Telecom Canada Limited
Olympia & York Developments Limited
Parking Authority of Toronto
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.
Toronto Star Limited
The Toronto-Dominion Bank
TransCanada Pipelines Limited
Union Gas Limited
Hiram Walker-Gooderham and Worts Limited
George Weston Limited

Russell J. Morrison
Osler, Hoskin & Harcourt
Price Waterhouse and Co.
The Proctor and Redfern Group Ltd.
Resources Management Consultants Ltd.
Smith, Auld & Associates Ltd.
Thorne Stevenson & Kellogg
Truman & Jennings
Vaughan, Willms
Weir & Foulds

Regional Municipality of Niagara
City of North York
City of Oshawa
City of Ottawa
Regional Municipality of Ottawa-Carleton
Town of Richmond Hill
City of St. Catharines
City of Sarnia
County of Simcoe
City of Sudbury
City of Toronto
Town of Vaughan
Borough of York
Regional Municipality of York

200 Personal/Academic Memberships
including Libraries