

ROBERT W. MACAULAY Q.C.
Cdn Club. Nov 18/68. "Toronto's Future"

Gentlemen:

I am most pleased to be here to-day. About 6 years ago I was invited to be your guest and I was then as I am now, offering a few ideas for sale.

Six years ago I was Minister of Economics and we had just launched the Ontario Trade Crusade to reduce the unemployment which then stood at 7%. We sought to reduce imports and increase exports and encourage Canadians to support Canadian industry.

I remember so well when we began - no one took us seriously. We were told first that it was the duty of the federal government, and second, that we couldn't accomplish anything. I didn't really care what the politicians thought so long as we could convince the public that it could and must help itself.

Within a year unemployment was brought down to 5% and our exports shot up - and within another year unemployment was down to 3% and our exports soared. We overhauled Ontario House in London, we opened Ontario House in Dusseldorf, we opened Ontario House in Rome, we opened an office in New York, Chicago and Los Angeles - We began Ontario's major drive for export sales. Why buy if you can sell?

Several federal departments became agitated - within weeks after we began our attack the feds called all their people home from abroad for shock treatment.

Ontario had stepped on Ottawa's toes and the struggle for trade was on - we woke up a sleeping giant all across Canada.

It is time to wake up a few more sleeping giants. This time the snoring is taking place within the heart of the City of Toronto, potentially, the greatest Metropolitan centre in North America.

There are three giants to be awakened in the case of Metropolitan Toronto.

The first giant is the people of Toronto, only 38% of whom bother to vote at civic election time - it is the classic example of municipal neglect in the free world! One is unable to find any major city of the world so ignored by its own electorate.

The second sleeping giant is the provincial government of Ontario. The legislature is agrarian oriented and may be fearful of Toronto rousing itself out of its stupor and its striving to become the Great City of the world it can become. The legislation governing Toronto is victorian and dull, and we must rouse the giant.

I believe that Toronto should not be amalgamated but rather federated. If we can create a federal state in Canada out of 10 provinces, surely we can federate Toronto to cut out waste and duplication and bring participating democracy to the Council.

The third giant that must be awakened is the

federal government. The government has spent more money on private projects in Montreal Harbour than to the whole public Toronto Harbour. Our airport is too small - we have had not received a penny for the world's greatest annual exhibition. We are tired of being a poor relative of Ottawa - we can't blame Montreal seeking and obtaining - but we do blame the Toronto crowd asking nothing and receiving nothing.

Everyone seems to want Toronto to be a sleeping giant -

Its citizens

The Provincial Government

The National Government.

It is our respectful view that it's time we rose up - shook the giants - and got this city moving again.

Basic to do anything at all is the need to change the whole municipal system in Toronto. It is shockingly inadequate. It dumbfounds even those who are part of it. (Hepburn Asylum). It is unworkable. Any mayoralty campaign that is not based upon a complete change in the system will be a sham campaign.

Furthermore, I am presently of the opinion that the system cannot be changed by those within. If it could be, then why has it not been? It would take an hour to outline the changes that are necessary to the system of which the abolition of the Board of Control is but a part, but certainly any mayoralty candidate must place before the electorate a

clear precise program of change and equally, clear reasons why the changes are necessary.

Next, must come the creation of one or more strong civic parties. Personally, I am opposed to national parties contesting the election. There is no relationship between National Parties or their leaders and the challenges here in Toronto. Furthermore, it would be a tragedy to disguise the real issues we must face in Toronto with provincial or national overtones or their leaders.

Whoever campaigns as Mayor must offer strong evidence that he has the energy, stamina, experience, spirit and fortitude to create a party based upon a strong program. In time such a party may formalize itself with a convention and open itself to full delegate participation.

Similarly a civic party may organize itself to oppose the municipal government in power. Whatever program is to be implemented for Toronto - to get Toronto moving again must have the strong support of the citizens who believe in reform.

If we decide we will change the system and create civic parties by a gradual introduction of programs - then let us face several issues.

1. The emphasis is shifting from national politics to provincial and municipal politics. Legislation affecting war and peace, canals, railways and the like has shifted to the level of the life of the citizen - his home - his school - what he eats, the air he breathes and the order of his daily life. It is essential that municipal and

provincial politics be understood - that it is in this area that the great financial debt and expenditures of the next 10 years will occur. Now is the moment to obtain not the weakest but the strongest municipal provincial governments possible.

2. Secondly - let us not argue the importance of the cities - there have been endless speeches, books and treatises on the subject. The Metropolitan area of Toronto creates greater advantage to Canada than five or six provinces put together. A strong, vital, Toronto is essential to the west being of Canada. Metropolitan Toronto could be the inspiration of North America, the place of action, the nerve centre of a continent - the finest city on the continent in which to live.

But nothing will ever be unless you believe it and in believing, pursue a goal.

Let me remind you of a number of projects we must tackle with firmness. About many of them it may be said - that such is the job of the federal or provincial government.

Surely, for example, we can't live in a potentially great city choked with pollution such that we dare not even swim in the lake upon which our history was built.

Surely we don't have to face the spectrum of an angry, concerned, anxious and creative youth in a city

where 50% of our people are under 25 years and have no program to deal with youth. We have little grasp of what youth is all about. Life is every age, it does not begin at age 50 or 60. We must have as dynamic a young citizen program as there is in the free world.

The City must appoint task forces of its elected representatives and civil service staff, at once - not next year - not next month - but now - to attack the problems of:

Construction safety and inspection

Better labour communications with civic employees

Day nurseries and mother and child assistance

Air and water pollution

Civic structural reform

Reform of the Treasury Department of the City and its spending policy

The official plan of Toronto and its zoning program

The complete redraft of the Planning Act as it affects

Metropolitan Toronto

The rewriting of the Municipal Act

Plans for the Federation of Metro Toronto in 1970

The revival of the CNE

The reconstitution of the waterfront - a new Harbour Commission covering the whole water area

The activation of an exciting harbour program

A sensible redevelopment program of our central core

Creation of a land bank for Toronto

Creation of a central service bank

A modern urbanization program

Attack upon the spiralling costs of education - it is getting out of hand

Provide more adequate housing

Create a new and equitable expropriation procedure

The list is endless.

We are not doing enough to help ourselves. We are bogged down by embarrassing and humiliating wrangling surrounded by a mountain of unacted upon reports.

This is not to say that by the evolution of private enterprise that many valuable additions to this city are not being made - because they are - but for the most part, because of the "Weak Mayor System" imposed upon us by Queen's Park we will forever have mediocre government in Toronto until we stand up and say "We are fed up" and the 77% of our citizens who have never voted rise up on their high horse and react to the mediocrity which passes for government at the moment.

In closing, let me remind you that every man cannot run for office, but not one of us can be so indifferent that we can't send some message of comment or encouragement or even offers of help to those who might be prepared to forego their security for the sake of doing something in the name of this city.

If we want a great city and we don't rise to support its challenge - for what will we rise?

Someone must challenge this City to rise to its highest opportunity - will you take a part?

Let me remind you of the greatness that lies in store for this City.

This City area represents nearly 2,000,000 people or 10% of the whole of Canada - it contributes 25% of the federal taxes - twice that of Montreal; it pays over 75% of the bills of the Province of Ontario - It is the cultural, artistic, transport, export, import, manufacturing, financial centre of Canada.

It has every natural advantage.

We can create the finest inland harbour in North America.

We can develop the finest inland park sites in the world.

We can attract and consume more capital per head than any major city of the world.

We have and must rebuild the foremost annual exhibition in the world.

We can become one of the great convention centres in North America.

We should be the artistic, music, ballet centre of Canada.

We can become the "raison d'^Aêtre" of North American travel and become the centre of North American tourism. Instead of that we have a mediocre government.

We have a City Council that is paralysed by a system imposed upon it that will strangle this city within five years; we have a Council that is underpaid, underhoused, underserviced, utilizing but a portion of its capacity; we have a Council of many able men and women

who have never operated under a system that gave them a chance to prove what they could accomplish.

My attack is upon the system, not upon the people involved. The Mayor, for example, is a fine, honest, competent citizen in whom any one can have trust but he has no chance as I see it to lead this City to greatness under the present structure or system.

We have a lamentable Board of Control whose public squabbles are as shameful as they are destructive to the name of this City. The truth of the matter is that if the Board goes on much longer as it is going, it will destroy the entire city's permanent civil service.

We just have to have some sense in this City government and some dignity and we have to have a system that will work.

Every citizen will prosper by good government - by a courageous program - but as businessmen, as average citizens, you and I have much to lose.

Let's not talk of what we could have done

Let's not talk of what we should have done

Let's be year 2000 men - because the majority of us will be alive then -

It isn't good enough that some of our citizens have a chance, we all must have a chance!

What this city needs in the coming election is your time and your support - Surely, we can lift our aspirations for this city. We will all prosper if we do. May I ask you

what are you personally prepared to offer in this communal battle to lift Toronto to its highest destiny?