

MAYOR'S INAUGURAL ADDRESSWednesday, January 3rd, 1973.

Mr. Justice Branca, Reverend Burrows, Aldermen of the Council, honoured guests, ladies and gentlemen. First of all I would like to thank the citizens of Vancouver for their support in this last election campaign. It was a year in which there was a dramatic change in the makeup of the City Council and the voters indicated very clearly that they wished to see the City government move in new directions. It was particularly gratifying to me and to my colleagues to receive such strong support from all parts of the city.

I would like to congratulate Aldermen Hardwick, Linnell and Rankin on their re-election and welcome the new aldermen, Aldermen Bowers, Gibson, Harcourt, Massey, Marzari, Pendakur and Volrich. There is no question in my mind that the citizens of Vancouver have elected the strongest city council that has ever served any city in Canada. The range of talent and experience on this council is truly impressive. The capability is there and I am sure that all members of Council are as determined as I am to provide the citizens of Vancouver with the best government this city or any other city in Canada has ever seen.

This is also the time to thank the retiring members of Council. We have not always agreed but there can be no denying that the retiring members of Council gave a lot to this city at considerable personal sacrifice. They will be more properly thanked at a special dinner tonight but I would like to take this opportunity to say thank you on behalf of the citizens of Vancouver to former Mayor Campbell whose flair for flamboyant statements will be hard to match.

Thank you also to Alderman Halford Wilson, who was on the Council when the City Hall was moved from the Holden Building to our present City Hall in 1935. It was fitting that Alderman Wilson was able to negotiate a substantial cash settlement for the City in the termination of the 1913 C.N.R. Agreement in his last year on Council. A special thank you also to Alderman Earle Adams who had the guts to say "no" to many popular requests for money over the years and who served the citizens well as the watchdog of the City's purse. Thanks also to Aldermen Broome and Bird for their eleven years of service, to Alderman Sweeney for his 6 years of service and to Alderman Calder for his 4 years of service. You will all be missed.

At this time I also would like to thank the Reverend George Turpin who has served the city so well for the last 7 years. In the 4 years that I have been on Council, Reverend Turpin has always been a very positive influence whose presence has lent dignity and meaning to many important occasions. We wish him well and thank him for his help and advice. *It was fitting that he was made a member of the city history*

In this connection, I would like to recommend to Council that we ask various ministers from different faiths to act in this capacity on a three month rotating basis. I have asked Rev. Bob Burrows to officiate at our inaugural because of the great contribution that he has made to the City of Vancouver. His church, the First United Church at Gore and Hastings, has made a tremendous contribution to the lives of the citizens in that part of the city. In fact, his church will be managing a new housing project for elderly single people which is currently under construction in that area.

Another long time member of the City staff is retiring at this time and deserves special recognition. I am referring to Sergeant John MacRitchie who has been driving the mayors of Vancouver for nearly 30 years. He too has served the city very well over the years and I hope that we may be able to ask him to come out of retirement for the odd special occasion in the future.

Looking ahead now to 1973, I would like to set out some of the new directions and priorities for the new Council. The last election was significantly different from previous elections in one respect. The voters voted for a team, not an individual or a collection of individuals. The citizens of Vancouver gave a strong mandate to the TEAM members of Council, School Board and Park Board. The last election was an endorsement by the citizens of the policies and directions that we have advocated for the last 4 years and during the 1972 election campaign.

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We have said for some time that we intended to make City government more open - more responsive and accessible to the citizens. We intend to do this.

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We have said that we wanted the elected representatives to take charge. We intend to do this too. We intend to provide the city with strong and decisive leadership after listening to and consulting with the citizens.

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As part of the process of strengthening the policy-making function of the elected representatives, the role of the Board of Administration and the Technical Planning Board will be re-examined. I believe that the Civic administration should be de-centralized. Department heads should be given more independence and they should

in turn assign more responsibility and authority to staff members throughout the Civil Service. I would like to see a general relaxation throughout the City staff where individual employees will feel freer to make judgments, offer suggestions and bring about changes in the operations of City Hall.

To make the City government more accessible and to encourage public interest and involvement, we are proposing several immediate changes:

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coming (1) An information booth in the main lobby of the City Hall should be constructed and staffed as soon as possible to receive visitors, dispense information, receive phone enquiries and generally make the City Hall more accessible to the public.

3. ✓ (2) Meeting times of the Council should be changed to 2 p.m. on Tuesdays, beginning next Tuesday, with an evening session beginning at 7:30 p.m. at which time delegations will normally be heard and business of particular interest to the public will be discussed.

4 ✓ (3) Committee meetings, and I will discuss the makeup of committees later, will be held on Thursday afternoon and evenings at the discretion of committee chairmen.

5 ✓ (4) Public hearings will be held in the evening. Major public hearings will be held in the neighborhood concerned.

6 not yet (5) Areas of the city will be assigned to existing aldermen as an interim step in the direction of area representation.

7. ✓ (6) I will ask Council to approve the hiring of Gordon Campbell as a Special Assistant to the Mayor to make it possible to handle more public enquiries and requests for help. Mr. Campbell has

assisted me tremendously in the last five months, particularly in the handling of enquiries from citizens. Without assistance, I could not have answered the number of calls and letters coming into my office.

It goes without saying that Colin Lowery, the Mayor's Executive Assistant, will of course remain in charge of the Mayor's Office. I am delighted that he has agreed to carry on. His experience is invaluable and his quiet capable manner makes it a pleasure to work with him.

Mr. Campbell's role will be a different one. He will not be part of the regular Civil Service. His relationship to the mayor will be similar to that of the executive assistants to cabinet ministers at the federal and provincial level. As a result, such an appointment will also be helpful in improving the communication between the Mayor's Office and the federal and provincial governments at the elected level. The City of Vancouver has relied on staff contacts almost exclusively in the past and I believe that it is vital to change this. We must have much more direct contact between elected people if we are to serve the citizens of Vancouver properly.

I would like to move on now to proposed changes in Council's Standing Committees and some specific priorities for these committees. The changes are designed to enable members of Council to specialize and therefore concentrate more of their attention on basic policy questions. I am proposing the formation of five Standing Committees each with a chairman and vice-chairman. Each alderman will serve on at least two committees and may serve on a third if he wishes. Recommendations are as follows:

Finance and Administration Committee. Chairman Alderman Bowers
Vice-Chairman Alderman Gibson. Other members Aldermen Harcourt
and Volrich.

Social Services Committee. Chairman Alderman Rankin,
Vice-Chairman Alderman Marzari. Other members Alderman Hardwick and
Alderman Linnell.

Civic Development Committee. Chairman Alderman Hardwick
Vice-Chairman Alderman Massey. Other members Aldermen Bowers and
Pendakur.

Community Development Committee. Chairman Alderman Volrich
Vice-Chairman Alderman Harcourt. Other members Aldermen Marzari
and Rankin.

Environment Committee. Chairman Alderman Linnell
Vice-Chairman Alderman Pendakur. Other members Aldermen Gibson and
Massey.

The Finance and Administration Committee will be very busy in
the first few months of 1973 with the Budget.

✓) The Social Services Committee should concentrate in the next
few months on the Welfare Department. This department has had
organizational difficulties for several years complicated by the
lengthy strike last year. The Committee should meet as soon as
possible with the Hon. Norman Levi, Minister of Rehabilitation and
Social Improvement for the Provincial Government and others in the
field to lay out future directions for the department.

11 *not yet* The Civic Development Committee should be examining a new
downtown zoning schedule as soon as possible. We must encourage a
more livable, pedestrian oriented downtown and the place to start

is with the zoning schedule. It is not good enough to continue to react after the fact to proposed developments which seem undesirable. The Civic Development Committee should also be examining a new zoning schedule for the West End as soon as possible to improve the livability of that important part of Vancouver. The Civic Development Committee will also be working closely with the Planning Department of the Greater Vancouver Regional District in the development of the Livable Region Program. This overall plan for the development of Greater Vancouver should be completed by the spring of 1974 so that major transportation and land use decisions can be made within the context of an overall plan.

I am also recommending that Alderman Massey take on, as a special project, an examination of the powers of the Design Panel in order to strengthen the role of this important advisory body. Alderman Massey is uniquely qualified to examine this area with a view to improving the quality of building design in the City of Vancouver in the future.

The Community Development Committee is faced with some immediate challenges. First, a new fire hall location must be found as the residents of the Strathcona area have made it abundantly clear that the proposed fire hall location is not acceptable to them. Secondly, the Broadway beautification proposal must be examined so that the upgrading of the commercial area can proceed without disturbing the quality of the surrounding residential area. Thirdly, the relationship of the P.N.E. to its neighbourhood and to the city should be examined. In addition, the committee should examine the Shannon question immediately.

I will also recommend that the Community Development Committee undertake an examination of the whole question of area representation. The Committee should hold hearings around the city and with various groups and organizations to examine the options available and finally to report to Council its recommendations for a plebiscite to be put to the public. The committee should invite members of the School and Park Board to join with it in examining this important question.

The Environment Committee will be the link with the Park Board. For too long, the Parks Board has operated in isolation - appearing before Council occasionally as a delegation rather than being involved in partnership. I am recommending that the Chairman and/or Vice-Chairman of the Environment Committee attend all Park Board meetings and that a Park Board member attend meetings of the Environment Committee.

Some immediate projects for the Environment Committee include the possible creation of a park in the Wall Street area near the north end of Renfrew, the question of controlling and phasing out billboards around the city, the control of dogs on beaches and in parks, an acceleration of tree planting in the city and the enforcement of air and noise pollution by-laws. The latter will have to be done in conjunction with the Greater Vancouver Regional District.

In addition to the Standing Committees, Special Committees will be needed from time to time to deal with subjects which do not lend themselves to one of the Standing Committees. I would like to recommend the following Special Committees:

1. Skid Road Housing. Vancouver's housing standards are very good throughout most of the city but they are deplorable in the

area of Main and Hastings. Much slum housing is occupied by welfare cases being paid for by the City Welfare Department. We must improve the standards of housing in this area. I recommend that Alderman Harcourt take this on as a special project with the assistance of Alderman Marzari. He should feel free to include anyone from the Council, staff, or outside the City Hall. The Committee should then report directly to Council on steps to be taken to improve the situation.

2. The waterfront from Main Street to Stanley Park is a subject of a new tri-party study committee. Two staff members have been appointed from the City but I believe that the subject is of such importance that it should be attacked by a special committee of Council. This area includes the Harbour Park property as well as another major block between Denman Street and the Bayshore. I believe that the City should decide what it would like to see done with that property rather than simply respond to proposals. I am recommending that Alderman Pendakur take on this project with the assistance of Alderman Massey and again, the committee should feel free to add anyone it wishes. I am recommending that this committee's first report back to Council contain recommendations for opening up the entrance to Stanley Park and the waterfront from Stanley Park to the Bayshore. The report might well contain several options with price tags and methods of financing.

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3. I recommend that the Special Committee on False Creek be continued under the chairmanship of Alderman Hardwick with the chairman having the power to add.

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4. I would like to recommend that Alderman Bowers be the Council link with the School Board. Here again there has been a conspicuous lack of contact between these two elected bodies.

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He should advise Council in about six months as to whether any formal links are needed and if so, what those links might be.

6 ✓ In recent years the Deputy Mayor position has been rotated amongst the various aldermen. I agree with this policy but would like to recommend that the 3-month period be shortened to one month. I will present a proposed schedule to Council.

7. ✓ I would now like to turn to the question of the Greater Vancouver Regional District which will be increasingly important to the future of Vancouver. The City Council must play a much more positive part in the development of the Greater Vancouver Regional District. All members of Council must be involved and fully acquainted with the activities of the Regional District. In the past they were not. There are opportunities to be involved both as board members and as members of committees. I have had the opportunity to serve on the Planning Committee over the last three years and I found that a most rewarding role. I would like to continue to act on that committee.

As Regional Board members I would like to recommend myself, Alderman Hardwick, Alderman Linnell, Alderman Massey and Alderman Rankin. I would also like to recommend that Alderman Hardwick's name be put forward for the executive of the Greater Vancouver Regional District.

City Council can make direct appointments to the Sewer and Water Committee and the Parks Committee of the GVRD. We can also suggest names of aldermen to the GVRD board for other committees such as the Planning Committee, Environment Committee, and so on.

I believe that members of Council who are not put forward as Board members should all be included on the GVRD committees.

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I would also like to recommend that a regular meeting of Council be held prior to each monthly meeting of the board of the GVRD to discuss GVRD matters. At such a meeting, members of GVRD committees should report on the activities of their committees. In this way, I believe that each member of Council can be thoroughly informed on and involved in the activities of the Greater Vancouver Regional District and Vancouver can play its proper role in the direction of the affairs of Greater Vancouver.

Well it seems that I have assigned almost everything to members of Council. They can look forward to a great deal of activity. You might ask "Isn't the mayor going to be doing anything?" I have saved a couple of items for myself.

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1. I believe that the City's policy on the management of its own land should change. I have received a preliminary report on this matter which indicates that the City owns at least \$60-million worth of land which might form part of the new Land Management Program. I do not believe that the City should continue its policy of selling off roughly \$2-million worth of land a year in order to help finance capital programs. I do believe that the City could manage its land in such a way as to benefit the taxpayers of the city and also bring about more desirable development in the city. I would like to take charge of the examination of this subject and report to Council on a possible new Land Management Program.

2. There are a number of matters, some urgent some not so urgent, which need to be discussed with the Provincial Government.

The first priority is the Block 51/61/71 area where the previous Provincial Government had planned to build a 55-storey skyscraper. This is a critical area for the city which must be examined cooperatively with the Provincial Government. Another high priority is the question of the bus service in Greater Vancouver and the eventual financing of a rapid transit system. There are a number of other questions such as the makeup of the Police Commission, the artificial restrictions on assessment, liquor laws, sharing of welfare costs and so on which are matters of also involving the Provincial Government. I would like to take on these discussions as soon as possible.

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3. I would also like to recommend to Council the creation of two new advisory bodies.

A cultural advisory committee to examine the City's role in cultural affairs and also advise City Council on the grants presently given to cultural organizations.

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An historical advisory committee to take an inventory of all the old buildings throughout the city and recommend priorities for preservation as well as methods of preservation. I would like to bring back to Council recommendations for the makeup and terms of reference of these proposed new advisory committees.

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I have not attempted to detail all the things which the new Council will be undertaking in the next year or two - merely to outline some structural changes and highlights on priorities. We cannot solve all the city's problems at once nor make all the important decisions in the next few months. We can, however, put our affairs in order so that we are in a position to guide the development of the city according to the wishes of the people.

The citizens of Vancouver, and of other major cities across Canada, now realize that progress can't be measured in the height of buildings or in the amount of pavement. As Arthur Ericksen once observed, "North Americans have regarded their cities as places to work in and get out of rather than places to live in and enjoy." I think all that is changing.

We Vancouverites are proud of our city. We are proud of the setting - the mountains and the sea but we have not been as proud of what we've done with our city. Looking around at this newly elected Council, I am confident that in the next few years Vancouverites will have reason to be equally proud of the way their city is run.

- Arthur Phillips