

The 25 most influential Torontonians

25

# POWER in THE CITY

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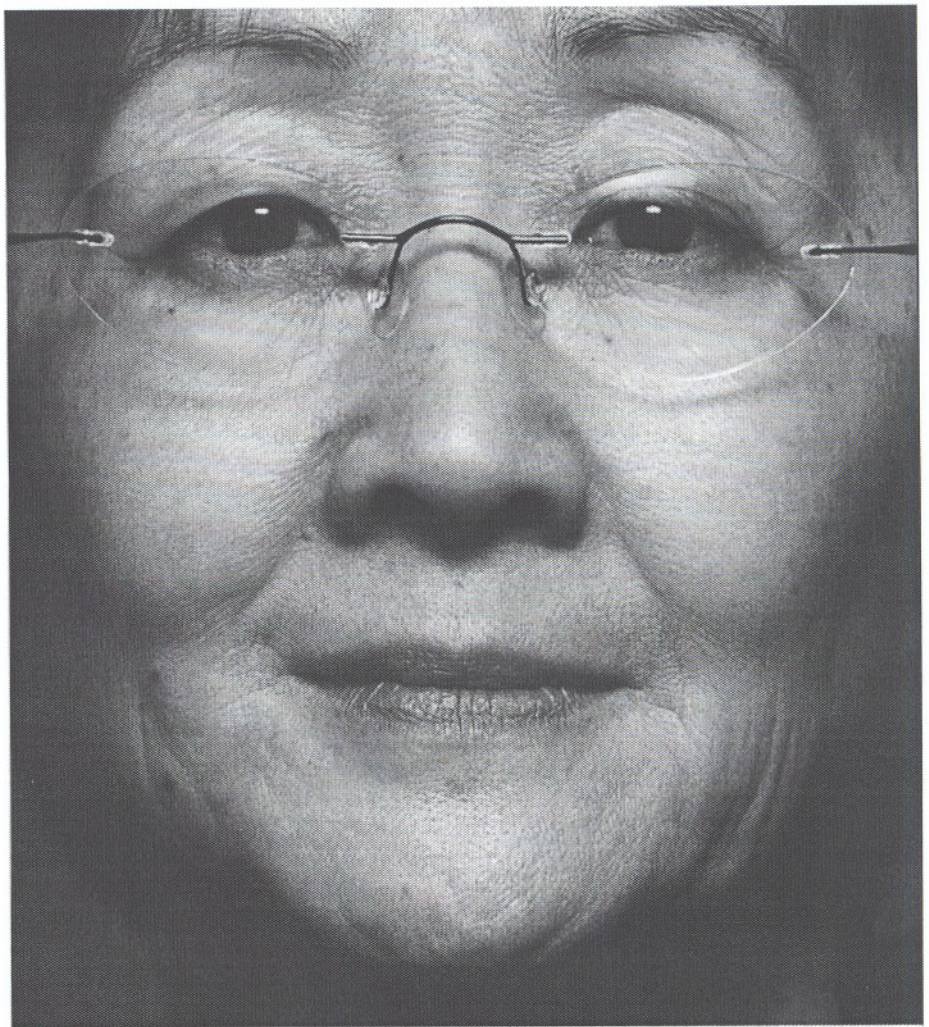
THE PEOPLE ON THIS LIST MAKE THE CITY HUM. They don't merely occupy seats of power, they alter both the course of Toronto's affairs and the lives of its citizens. They decide what you watch and what you read. They tell the mayor what to do. They crown (and dethrone) the glitterati. They even control the destiny of the Leafs. You will no doubt quibble at some of the names: what were we thinking, including X and not Y? To that we say, go ahead; we'll happily agree to disagree. We unequivocally, unapologetically (and, come to think of it, un-Torontonianly) present the most powerful Torontonians of 2007



# Master and Servant

SHIRLEY HOY

She runs one of the largest bureaucracies in the country—with 23,000 employees and a \$9.2-billion budget, her organization dwarfs many provincial administrations—and is the ultimate boss of every department, from finance to trash collection. The job description alone is enough to land the city's top bureaucrat on this list. But under David Miller, Shirley Hoy—a career public servant who diligently worked her way up through the ranks—has become a key advisor and trusted taskmaster. She even takes on assignments for Miller that a non-partisan public servant probably ought to refuse. It was Hoy's office that handled the negotiations with Queen's Park over the City of Toronto Act. This summer, when Miller lost a crucial vote on the issue of new taxes, it was Hoy, not budget chief Shelley Carroll, who was both the public face and the backroom architect of the ensuing budget cuts, deciding to close community centres on Mondays and instructing both the TTC and the police to slash their budgets. She's not merely executing Miller's agenda; she's shaping it.

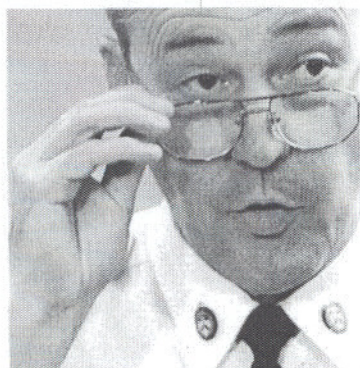


## BILLION-DOLLAR MAN

BRUCE FLATT



The shy, driven 42-year-old at the helm of Brookfield Asset Management is as modest and understated as they come. Bruce Flatt, a notorious workaholic, started at Brookfield Properties in the early '90s and made president in three years. Once he became CEO of the parent company in 2002, he quietly transformed it from an unwieldy real estate and resource conglomerate into a disciplined and focused asset manager. Under his watch, the company's assets have grown from \$22 billion to \$75 billion (U.S.), making it one of the largest public asset managers in the country. Not that Flatt would take credit for this. He's too busy toiling in the backrooms and letting Brookfield's success speak for itself.



## THE COMMANDANT

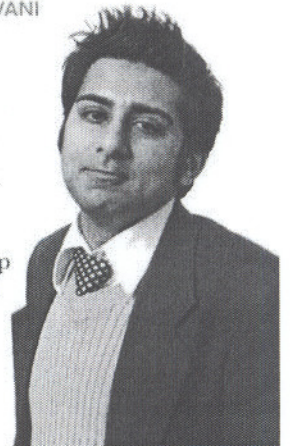
BILL BLAIR

The chief of police is waging war on two fronts: one against crime, the other against the Police Association. Where his predecessor, Julian Fantino, whipped up hysteria on crime and kept the union onside, Blair has kept a low profile, brought crime rates down and cleaned up the thuggish aspect of his force. He sticks up for the rank-and-file (as he did following the incident with the Chilean soccer team) while refusing to budge on even innocuous union initiatives (as when he ordered the removal of Support Our Troops stickers from cruisers). In 2005, when the union organized a protest, Blair forbade officers from demonstrating in uniform or with weapons. When some 60 cops defied him,

he docked them three days' pay. The signal was clear: the days of Craig Bromell were over, and Blair was taking charge. If anyone can change community policing from a political mantra to a reality, it's him.

## GOSSIP KING

SHINAN GOVANI



If he's not at your party, it's almost like it never happened. And if he doesn't boldface you in his *National Post* column, it's like you don't exist, either. (Indeed, he's the reason a lot of people keep subscribing.) Quick with a quip but gentle in his cuts, Shinan Govani has established himself as the only gossip in town who matters. He straddles culture high and low, money old and new. He reads the entrails of last night's fundraiser and decides what pretty young thing deserves the society crown. The junior Jackmans, Cohons and Westons are said to start the day by flipping straight to his page, greedy for a mention. On a whim, he can revive the career of a has-been like Mary Jo Eustace. When Jian Ghomeshi filled in for him last July, it was like finding your daily flute of champagne replaced with flat ginger ale.





## The Queen

MARGARET ATWOOD

When we think of the established lions on Canada's literary veld, there are the beloved and venerated. Michael Ondaatje, Alice Munro, Wayne Johnston, Mavis Gallant—the list could go on. But there is only one who is utterly feared: Peggy. Whether she's spitting venom at *The New York Times* for a subpar review, gutting Barbara Amiel in the pages of *The Robber Bride* or anointing the next chosen one (to wit, Dr. Vincent Lam), she is our bitch goddess and doesn't mind who knows it. The LongPen, her recent invention, which allows her to sign autographs from her living room, is the perfect Atwood affectation: sly, contemptuous and a titch wacky. And yet there's a layer of concerned and responsible enterprise beneath the sheath of the calloused arts warrior. Whether it's the Writers' Development Trust, PEN Canada or the Rare Bird Club, Atwood gives time, money and, most importantly, her benediction.

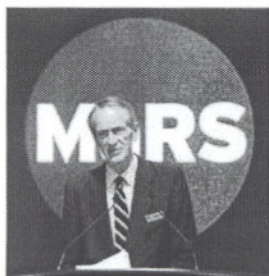
### THE MAN FROM MaRS

DR. JOHN EVANS

His self-effacing style belies his relentless accomplishment. A cardiologist and a Rhodes Scholar, John Evans was the founding dean of McMaster's med school, where he pioneered the now-standard

patient-centred curriculum. He has served as U of T president, a director with the World Bank and chair of Alcan, Torstar and the Rockefeller Foundation. In

the '80s, he helped found Toronto's biotech industry, which now employs more than 140,000 people. Since 2000, he's been busy developing the MaRS Discovery District, designed to connect researchers with businesspeople. If successful—and given his track record, it will be—MaRS will endow the city with a renewed global reputation, not to mention a surging economic sector replete with high-paying jobs. No one is doing more to ensure Toronto's future health.



### BOTTLE BARON

JAVIER SANTOS

Toronto quaffs what Javier Santos thinks it should. In charge of the LCBO's general wine list since January 2006, that makes Santos one of the world's largest wine buyers. His pockets are deep (he has an annual budget of \$500 million, which equals 10 million cases of wine), so he can make or break a winery simply by adding or dropping it from his shopping list. The Mexico City native maintains he delivers what the market wants, but his last job as E&J Gallo's Latin American sales director clearly informs his buys. Following a boffo Latin Fever promotion in February (it netted \$9 million in sales), forecasts are predicting Argentina's bottle sales will grow by 50 per cent this year, Chile's by another 30. Quintessential salesman that he is (FritoLay is another former employer), he excels at uncorking our thirst for all things new.



### TELLY PROMPTER

IVAN FECAN

He rid us of Mike Bullard—that alone should get him an Order of Canada—and replaced him with Jon Stewart at a fraction of the cost. He oversaw the growth of CTV from a motley co-op of affiliates into Canada's number one private network, then folded it into a media giant with 21 conventional channels, 15 specialties, *The Globe and Mail*, etc. As if that weren't enough, Ivan Fecan bought CHUM and stole the 2010 and 2012



Olympics from our supposed "national" broadcaster. And while a lot of his talk about fostering Canadian productions is hokey—*Instant Star*? Please—there's no denying that Fecan will make tons of money for his new bosses at the Ontario Teachers' Pension Plan. *Canadian Idol* rocks, at least in ratings. It's not *30 Rock*, but it will do.



# Smooth Operator

TED ROGERS

He is the quintessence of bland, Canadian sang-froid. And yet more than any of his local billionaire confreres (Weston, Thomson, et al), he has the most visible, dare we say it, American-style presence. A stadium, tennis tournament, business school and office tower all carry Ted Rogers' now ubiquitous brand. He helped transform Ryerson—most recently, his \$15-million donation begat the Ted Rogers School of Management—from Rye High into a respected institution. Meanwhile, business is booming. Registering year-over-year double-digit revenue growth in delivering wireless, cable and Internet service, Rogers is kicking Ma Bell's ass.



## TEACHER'S PET

JIM LEECH

For as long as he's been in business, his voice mail message has provided callers with an upbeat weather report ("Jim Leech on Tuesday. It's overcast and we're going to get some drizzle... Have a super day"). But don't let his folksy manner fool you. As head of Teachers' Private Capital, the \$16-billion private equity arm of the juggernaut that is the Teachers' Pension Plan, he has orchestrated some of the gutsiest buyouts of the past decade, from Maple Leaf Sports and Entertainment to Shoppers Drug Mart to the

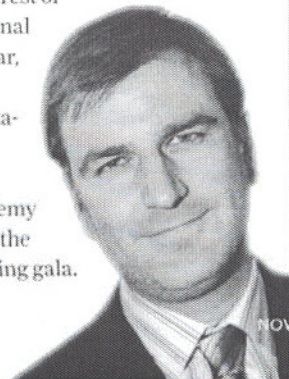


recent \$52-billion acquisition of the beleaguered BCE—the largest takeover in Canadian history. In December, he'll replace outgoing CEO Claude Lamoureux, putting himself in charge of the entire \$106-billion fund—in other words, controlling the retirement futures of the province's 271,000 teachers. But don't expect Leech to buckle under the pressure; in his world, the forecast is uncommonly bright.

## SCREEN IDOL

NOAH COWAN

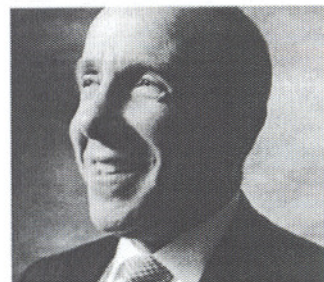
As the one event that truly puts this city on the map, the Toronto International Film Festival retains its avant-garde cool despite its status as the starting gate for the mainstream Oscars. The estimable Piers Handling built the festival into what it is today, but it's Noah Cowan who's in charge of the big show now. His tastes lean to the "aesthetically challenging" (his words), and he boasts that he turns down more Hollywood fare than he accepts. The films he does select tend to be prestige pictures with heady subjects (this year saw a rash of dramas about civil liberties and the Iraq war). It's Cowan who ended the ghettoization of Canadian movies—they now screen alongside the rest of the international stars. This year, he picked the literary adaptation *Fugitive Pieces*, by his old friend Jeremy Podeswa, for the coveted opening gala.



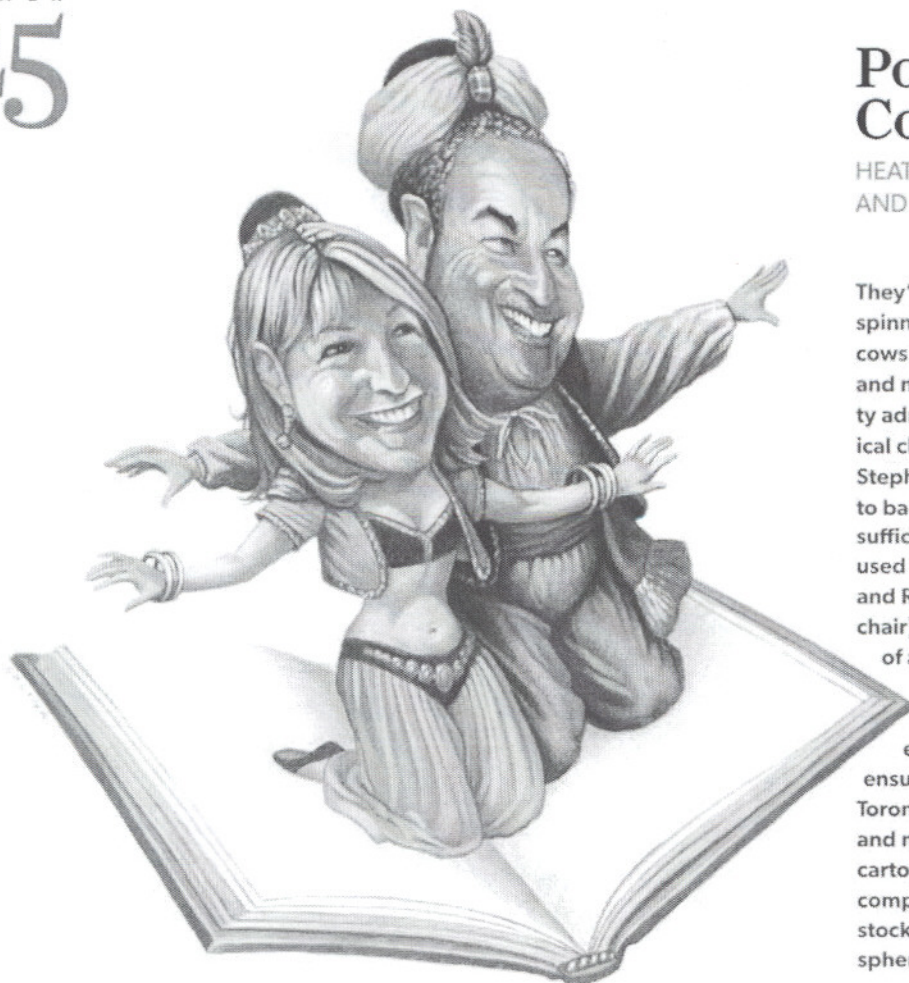
## TEAM CAPTAIN

LARRY TANENBAUM

He made his fortune in gravel, at one time running the country's largest paving company. But nowadays, the cement king is a titan in the sports world. As head of Maple Leaf Sports and Entertainment, he's in charge of the Leafs, the Raptors and the ACC. He's a governor of the NBA, the NHL and Major League Soccer, and he's also part of the tenacious group still plotting to bring the NFL to town. It's said that it was Tanenbaum who thwarted Jim Balsillie's efforts to put an NHL franchise in Hamilton. And we should see the results of the rumoured power play between he and Richard Peddie over the role of Leafs general manager John Ferguson by the end of this season. It's Tanenbaum's patient, strategic approach to business that has given him his edge: in the end, he almost always wins.







## Power Couple

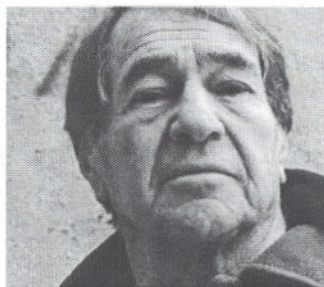
HEATHER REISMAN  
AND GERRY SCHWARTZ

They've got financial clout: Onex is spinning scads of dosh, snapping up cash cows both glamorous (jet manufacturers) and not so glamorous (extended warranty administrators). They've also got political clout: they expressed support for Stephen Harper after the Liberals failed to back Israel against Hezbollah with sufficient vigour (even though Schwartz used to be Paul Martin's lead bagman and Reisman was once a Liberal policy chair). That switcheroo caused ripples of alarm among Liberals: will their rich and influential friends soon follow? And their sway doesn't end there. Indigo's hegemony ensures that the vast majority of bookish Torontonians are reading Heather's Picks and not *Mein Kampf* or controversial cartoons in *Harper's* (she shows no compunction about culling unsavoury stock). Like their Rosedale pile, their sphere of influence casts a long shadow.

### CITY BUILDER

JACK DIAMOND

His fingerprints are all over Toronto—from the heritage buildings he rescued in the '70s to the inventive Regent Park Community Health Centre to U of T's hidden gem, the Earth Sciences Centre.



Pugnacious in person, Jack Diamond has civilized and enriched the city with two dozen buildings in a style that typifies Toronto: well-

mannered and subdued, leavened with the occasional brilliant flash. (He has a penchant for dramatic staircases—spiral, processional or solid glass.) For years Toronto lacked what Jerusalem and Manhattan have: a signature Diamond building. With the Four Seasons Centre for the Performing Arts so elegantly integrated into the urban fabric, when scholars discuss the early 2000s in Toronto, they'll be calling it Diamondian.

### THE RAINMAKER

PAUL GODFREY

He's come a long way since his days as Metro chairman. (Remember those awful specs and that goofy underbite?) Now he spends his days leading the revived fortunes of the Toronto Blue Jays as part of Ted Rogers' brain trust. Mostly he wants to bring us the NFL, further rendering Toronto a "world class" city. And even though it's probably five to 10 years away, putting Larry Tanenbaum and Ted Rogers together to spearhead the deal makes him this city's matchmaker par excellence.



### GENERAL CONTRACTOR

BRIAN COCHRANE

As president of the Toronto Civic Employees Union, which represents 9,500 workers, he has long been a force to be reckoned with. He



gave the Lastman administration fits, shepherding the 2002 garbage strike and outmanoeuvring Mayor Mel's efforts to weaken the union's bargaining position. But his influence has peaked under David Miller, whom he supported in both mayoral campaigns. Cochrane holds such sway at city hall that he's known as "the other deputy mayor." In 2005, he negotiated a four-year contract for the outside workers, providing pay hikes and limiting the city's outsourcing ability. But the real coup came earlier this year when council voted to break its private contract for trash collection in the former City of York, paying a penalty to hand the territory back to the union. While unions everywhere see their influence wane, Cochrane's is on the rise.





## The Optimist

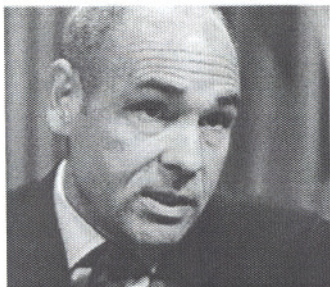
DAVID PECAUT

Like the Boy Scout portrayed in that old *New Yorker* cartoon, he's going to help you across the street whether you want him to or not. And like so many ambitious American expats who've plunked down on our shores, he's here to save us from ourselves, from our "cynicism." With his City Summit Alliance, he's forced Toronto to look hard at the distance between its wishes and its needs. The Luminato festival was a triumph of art over philistine impulse. He's a ferocious networker, on a first name basis with practically everyone on our list. But he's not just getting to know the moneyed in this town—old and new—he's getting them to cough up.

### THE AGITATOR

GEORGE SMITHERMAN

"I want to be known as the Liberal Party's Tie Domi," George Smitherman has said, and that's exactly what he has become: a political pugilist dispatched to taunt the opposition and throw them off their game.



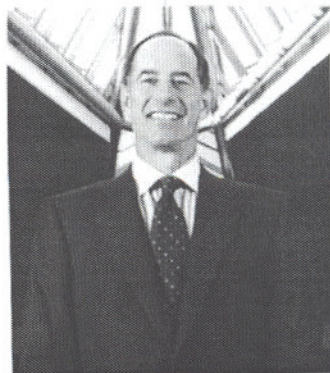
When John Tory unveiled his election platform, Smitherman stood in the midst of the assembled media like the prophet of

doom, glaring at Tory as the wags asked him pointed (and obviously planted) questions about how many promises his platform contained and how much they would cost. The next day's papers put more focus on Smitherman's spin than on Tory's policies. His ability to mobilize troops has made him the driving force behind Liberal hegemony in the city. His antics have made him many enemies, but they energize the team faithful—just like Domi used to do.

### MINISTER OF FINANCE

ROGER MARTIN

There's his day job, as dean of the Rotman School of Management at U of T—which, under his stewardship, has jumped from 72nd to 27th in the *Financial Times*' international business school rankings. Then there are the varied and illustrious boards he sits on. In this post-Conrad age, Roger Martin is a strategic messiah, advising scores of Bay Streeters (and, more importantly, the students who will follow in their wake) on responsible and creative business strategies. Recently, his school was granted \$50 million by the Ontario government to help fund a new think tank, which will look at how regions can become more competitive and reverse the brain drain. He's already managed to lure Richard Florida, author of *The Rise of the Creative Class*, to head the program—a testament to his far-reaching powers of persuasion. If power can be measured by the scope of one's influence, Martin is one formidable contender.



### AGENT OF CHANGE

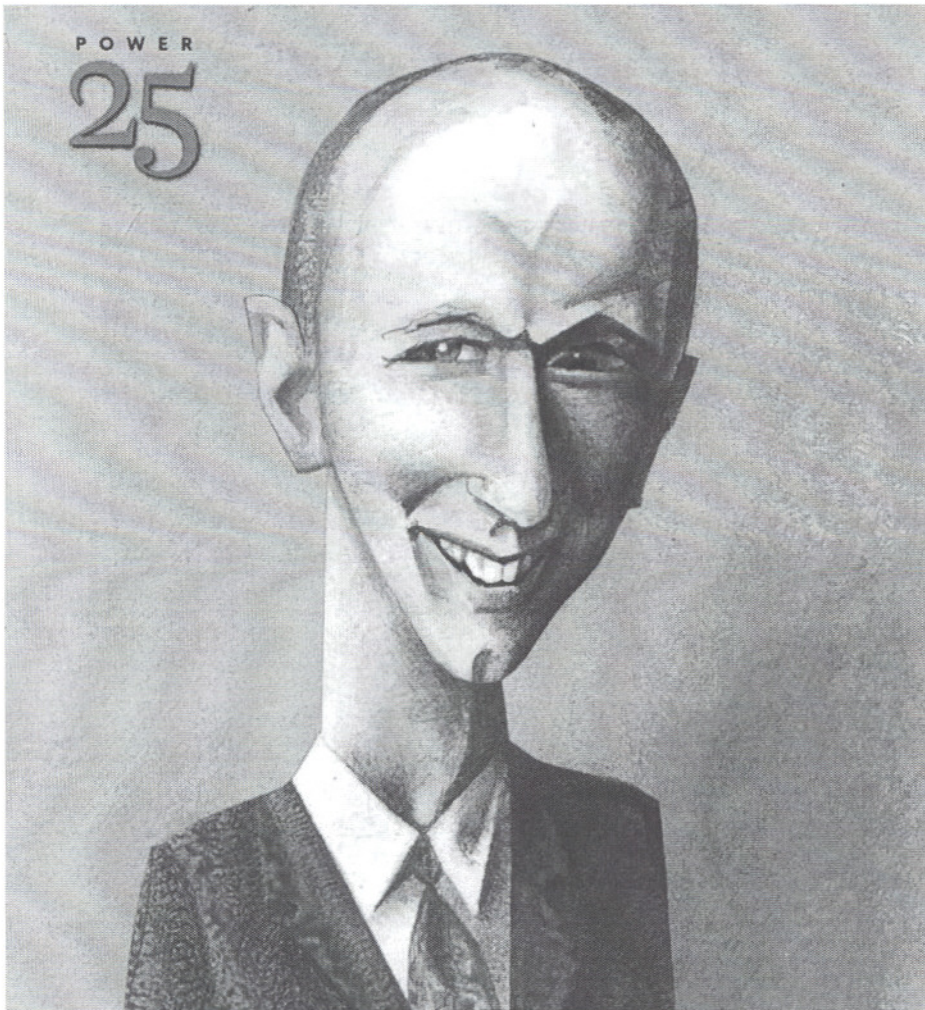
MICHAEL LEVINE

He's a deal maker and micromanager on the grandest scale. Whether it's books, theatre, TV or movies, Levine simultaneously acts as agent, producer and lawyer. As chairman of Westwood Creative Artists (the largest literary agency in the country, of which he owns almost 20 per cent) or as the chief theatre lawyer at white-shoe law firm Goodmans (where he's a partner), he's got a finger in every cultural pie (hell, half the time he's baking it). His clients include the likes of the Bronfmans, Peter C. Newman, Conrad Black, Lloyd Robertson,



Adrienne Clarkson and the Richler estate. And since no one wants to speak of him is by definition to go off the record. As long as everybody's making money, theirs is not to wonder how.





# The Impresario

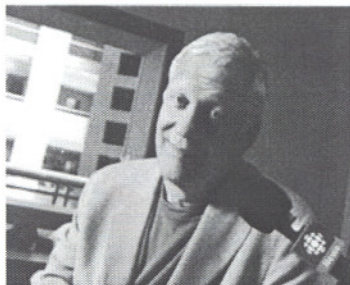
DAVID MIRVISH

With his father gone, David is now the undisputed master of Mirvish Productions—the theatre machine with the biggest subscription base in North America and ownership of prime venues the Princess of Wales and Royal Alex. Mirvish has a near monopoly on mega-hits, staging flashy shows like this year's *Dirty Dancing*, *We Will Rock You* and *Sweeney Todd*, and transforming local productions (*The Drawer Boy*, *Two Pianos*, *Four Hands* and *Da Kink in My Hair*) into international phenomena. It was David who put the money into *The Drowsy Chaperone* when it was only a speck of a musical at Theatre Passe Muraille, then ushered it to its Broadway raves and Tony wins. Even his flops (*Lord of the Rings*) are spectacular. His influence extends beyond the theatre world, too: this spring he recalled a loan from Harry Stinson, pushing the bankrupt developer closer to the abyss. And think of the fragile Annex residents (not to mention the hungry developers), waiting on pins and needles to see what he'll do with the dusty Honest Ed's.

## CONSCIENTIOUS OBJECTOR

ANDY BARRIE

Of the two dozen wake-up shows on the radio, the CBC's resolutely unflashy *Metro Morning* continually steals the top ratings spot. More than a million listeners a week rely on host Andy Barrie to put the city



into perspective. Fans love it when he goes for the jugular—the ruthless questions lurking behind his folksy demeanour. He took

Mayor Miller to task for a humdrum first term, pressing him on his failure to stop the island airport and chiding him for a lack of big ideas (Miller, in response, complained that Barrie was being negative; Barrie countered that he was merely realistic). City councillors tune in religiously—because they know he expects his listeners to be as engaged as he is and that his influence extends to the ballot box. They are the Andy Barrie army.

## SOLDIER OF FORTUNE

DAVID THOMSON

When his father, Ken, died on a June morning two years ago, David Thomson became the third Lord Thomson of Fleet and the senior managing partner of the 10th largest privately held fortune on earth—\$23 billion and counting. A brooding, sometimes snarky presence—he's more Hamlet than Honest Ed—he was once compared to his father thusly: "Ken is a flower; David is a gun." But here's one thing nobody calls him: stupid. He recently nabbed news-gathering giant Reuters in a multibillion-dollar deal that made his father's concern for *The Globe and Mail* seem quaint by comparison. He now owns the second largest news and information service in the world. Plus, he oversees the family's \$70-million commitment



to the AGO reno—which will create a permanent home for the 2,000-piece Thomson collection.

## THE PREMIER'S CONFIDANT

GERALD BUTTS

When city council voted to defer the implementation of new taxes last July, McGuinty issued a stern, carefully worded reply: Toronto has been granted new powers; it should use them.

The words flowed through McGuinty's mouth, but the message was crafted by his principal secretary and most trusted advisor, Gerald Butts. With a progressive bent on everything from social issues to the environment, the 36-year-old was one of the main movers behind both the Ontario Greenbelt and the New City of Toronto Act. He keeps in touch with the mayor's staff and all the city's deep thinkers, who find him gentlemanly and more interested in developing good ideas than scoring political points—in other words, everything Mike Harris' people were not. He also expects people to hold up their end of the bargain, and no one wants to piss off the city's best friend at Queen's Park.



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