

Citizen Control of the Citizen's Business

TORONTO'S CITIZENS CAN CONTROL TORONTO'S AFFAIRS ONLY
THROUGH FREQUENT, PROMPT, ACCURATE AND PERTINENT INFOR-
MATION WITH REGARD TO TORONTO'S BUSINESS.

ISSUED BY THE
BUREAU OF MUNICIPAL RESEARCH
813-820 Traders Bank Building, Toronto
Telephone: Main 3620.

White Paper No. 17.

October 17, 1917

"TORONTO GIVES"—Story No. 5.

The Two Greatest Problems in the Administration of Philanthropy are

How to get more and better results in community
service out of each dollar spent in philanthropic work ;

How to get more people to contribute more dollars
to do more work essential to the community's welfare.

No commission appointed by municipality or province can solve these problems. Governing bodies can protect themselves from exploitation through setting minimum standards and by sympathetic supervision, but the only real solution rests with those responsible for administering the Philanthropies.

A Voluntary Federation of the Leading Philanthropies in Toronto

would make the experience of one institution available for all;
would tend to eliminate overlapping and waste ;
would lessen the total cost of collections in time and money ;
by rendering better and more complete service, and convincing the public of the fact, would induce more people to contribute more dollars to buy more service essential to community welfare.

Voluntary Philanthropic Work a Public Asset.

The number of private citizens who have felt it a duty to render community service has always been large in Toronto. The sacrifices of the war have increased the number of such citizens and greatly deepened their sense of duty. Many organizations are rendering services to the community which the city could not duplicate either in quantity or quality at the present cost to the city. **The willingness of private citizens to spend and be spent in the service of the community is a tremendous asset to Toronto.** It should be preserved and increased, especially in view of the rapidly growing financial burdens of the war.

A Federation of Philanthropies

while preserving all that is best in voluntary effort, will provide a mighty stimulus to increased efficiency by establishing a method by which institutions can help themselves by helping one another to do more effective work.

The community has done much for the philanthropies but not more than the philanthropies have done for the community. The best way to save money and increase service is to co-operate not recriminate.

A Possible Plan of Federation

The following suggestions have been made as a basis for discussion:

1. That as many of the private philanthropic institutions of the city **as may be willing** enter into a federation for the purposes of intensive co-operation;
2. That the Board of Trustees of the proposed Federation be made up of 29 members, selected as follows:
 - 10 at an annual meeting of the federating institutions;
 - 10 at an annual meeting of the city's private donors;
 - 3 by the Board of Trade;
 - 3 by the Trades and Labor Council;
 - 3 by the Council of Women.
3. That the Federation of Philanthropies thus formed as a Board of Trustees, with 29 members, undertake for the community the following functions:
 - a—Drawing up an annual philanthropic budget to meet the needs of the constituent organizations in grappling with the social problems of the community;
 - b—Reaching as large a proportion of the public as possible through the planned co-operation of professional and volunteer workers so that the widest and deepest possible community interest may be awakened in what is rightly the business of the whole public;
 - c—Forming a clearing house of information on social problems;
 - d—Forming a clearing house for cash contributions **to be distributed according to the directions of the donors**;
 - e—Eliminating waste time in collection, both the time of the collectors, paid and unpaid, and of the individuals solicited.
 - f—Eliminating as far as possible the cost of collection;
 - g—Eliminating duplication of visitation and inspection;
 - h—Bringing together most effectively the most urgent needs and the most "intelligent" dollars.

4. That the federating philanthropic organizations and institutions be asked to send two members each to an Advisory Committee which should meet fortnightly or monthly and act, through various committees and as a whole, as a representative body advisory to the Board. This Advisory Committee would formulate policies for the decision of the Federated Board and for the consideration of the committees of the constituent organizations. An amalgamation might be effected with the Council of the Neighborhood Workers' Associations.
5. That the work of administering public charity, including hospital grants and payments—which form the largest item in public charity—be co-ordinated with the work of the Department of Public Health, the new department to be styled the "Department of Public Health and Welfare," with two bureaux: the Bureau of Public Health and the Bureau of Public Welfare;
6. That a joint committee for the supervision and co-ordination of philanthropic inspection be formed; four members being appointed and paid by the Federation of Philanthropies, and four being appointed and paid by the Bureau of Public Welfare, all members to be professional social workers, and each group to constitute sub-committees working independently in supervision of field inspection, but co-operating by exchanging information.
7. That a joint field inspection force be established in two distinct sections, meeting for the exchange of information so as to eliminate overlapping—those workers paid by the Federation of Philanthropies inspecting only institutions not receiving city aid and belonging to the Federation; the workers paid by the city inspecting only city-aided institutions.
8. That the forms used by the different groups be identical and that duplicate copies of reports on city-aided institutions be made available to the Federation of Philanthropy, where such institutions also receive aid from the general public.
9. **That the Federation of Philanthropies do not attempt to pass on the relative necessity for the work of each institution but only upon the efficiency of its operation.**
10. That the Federation of Philanthropy publish annually a Year Book giving a clear statement of the work done by each institution, leaving to the giving public the decision as to the amount and nature of its support, and that these pamphlets be available for general distribution.
11. That any designated gift be sent by the Federation of Philanthropies, without diminution, to the designated institution, and that the expenses of the Federation of Philanthropies be paid out of a fund made up of gifts designated specifically to the Federation of Philanthropies and a small percentage from all undesignated gifts.
12. That the four members of the Joint Committee on Supervision and Co-ordination of Inspection, who are paid by the Federation of Philanthropies, act: one as Secretary of the Central Council of the Neighborhood Workers' Associations, and the other three as secretaries of the nine Neighborhood Workers' Associations, each group of three Associations having a common secretary.
13. That these secretaries assist the various volunteer workers in their work of outdoor relief, report through the Central Council of Neighborhood Workers' Associations all facts of general significance to the Federation of Philanthropies, and act as clearing houses of information between the local Neighborhood Workers' Associations.
14. That all cases requiring institutional care or outdoor relief, discovered in the work of the Neighborhood Workers' Associations, be referred to the fitting private philanthropy by the various secretaries; and that all cases where individuals now receiving "indoor" care should be transferred to "outdoor" care be referred, by the "indoor" philanthropies, to the Neighborhood Workers' Associations concerned, through their secretaries.
15. That every organization coming into the Federation pledge itself not to solicit current funds independently, and that any funds coming in directly be reported to the Federation in order that all may be treated fairly when the undesignated funds come to be distributed pro rata.
16. That every organization in the Federation be free to withdraw at the end of any fiscal year.
17. That the Federation of Philanthropies issue no information with regard to non-federated philanthropies, but that they forward any gifts which may come into their hands for such organizations.

**Such an organization,
if logically and completely carried out,
would accomplish the following things :**

1. Givers would be afforded a bird's-eye view of the whole field before determining their annual expenditure for philanthropy, so that they could give to those objects which appealed to them most.
2. A greater number of people would be reached, so that the total number of givers would be increased.
3. Those giving only to objects which they understood would widen their circle of giving.
4. Personal interest in philanthropy and community patriotism would be greatly stirred by annual and periodical statements of the varied and great city-wide social needs, instead of piece-meal and partial statements of particular needs in some restricted field or fields.
5. Gifts to individual organizations would be increased if givers could see in their gifts a contribution to a general programme of social reconstruction.
6. The annual philanthropic budget could be cleaned up once for all in the early months of the year instead of dragging over the whole year and even running into the next.
7. Time now spent in soliciting funds could be directed into channels of personal service and practical philanthropy. Individual giving of money can do much harm, but individual giving of self can do nothing but good, if the worker is actuated by the spirit of service. "To visit the fatherless and the widow" is the very essence of philanthropy.
8. Investigation of social needs would be under the supervision of trained professional social workers, thus decreasing the danger of aggravating social evils by ill-chosen methods of assistance.

This Man is Giving to Save Time



If a Federation could help him save his time

**by collective information and
by collective budget-raising**

**he would be more anxious to give and more
able to give.**

There is a Reason
for the existence of "Missourians"
and "Grouches."



The Cheerful Giver.

Missourian.

Grouch.

There would be less reason
after Federation.