

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
189 Church Street, Toronto.
Telephone: Main 3620.

White Paper No. 50

December 7th, 1921

THE TORONTO BUREAU OF MUNICIPAL RESEARCH

Eight Years of Service to the Community

1914 - 1921

THE BUREAU OF MUNICIPAL RESEARCH

TRUSTEES

Lieut.-Colonel A. E. Gooderham
Joseph Henderson, Esq.
E. R. C. Clarkson, Esq.

OFFICERS

John Macdonald President
Walter J. Barr 1st Vice-President
J. P. Rogers 2nd Vice-President
Oliver Hezzelwood Hon. Treasurer

COUNCIL

Walter J. Barr	J. P. Hynes
C. S. Blackwell	John Macdonald
Mark Bredin	P. A. Manning
P. W. D. Brodrick	G. Temple McMurich
W. A. Bucke	G. H. Muntz
C. H. Carlisle	A. T. Reid
F. J. Coombs	J. P. Rogers
H. D. Eby	E. C. Scythes
C. E. Edmonds	William Stone
John Firstbrook	Gerard B. Strathy
F. B. Hayes	John I. Sutcliffe
Oliver Hezzelwood	W. G. Watson
Norman A. Howie	C. F. Wheaton
Geo. H. Howell	Melville P. White

Frank Wise

EXECUTIVE COMMITTEE

Walter J. Barr	John Macdonald
C. S. Blackwell	G. H. Muntz
W. A. Bucke	A. T. Reid
F. B. Hayes	J. P. Rogers
Oliver Hezzelwood	Gerard B. Strathy
Norman A. Howie	William Stone
J. P. Hynes	John I. Sutcliffe
	Melville P. White

Managing Director Horace L. Brittain
Asst. Managing Director and Secretary..... J. E. Howes

The Bureau of Municipal Research

is a voluntary association of citizens whose chief aim is to serve all the citizens of Toronto, to promote informed citizenship, and, through this, to establish desirable conditions of community life.

THE BUREAU for eight years, without bias or rancour, has been observing, studying and reporting facts with regard to civic administration. It has frequently criticized methods of conducting community business in Toronto, but whenever it has presented a criticism, it has suggested a solution. Some of the suggestions have been acted on, while others have not. However, the very presence in our midst of an independent citizen organization of constructive criticism and co-operation is stimulating to citizen interest, and, therefore, to administrative efficiency. The Bureau recognizes that all community progress is the result of a complex of forces, and has, therefore, tried to co-operate with other citizen organizations in promoting the city's interest.

Some Major Recommendations

which have been acted upon in whole, or in part :

- I. The appointment of a Commissioner of Finance, with the necessary duties and powers;
- II. The immediate abolition of "Government by Deficit," or the adoption of the pay-as-you-go policy;
- III. The stopping of the practice of allowing taxes to remain unpaid for long periods, which, under the penalties formerly existing, involved lending money to citizens at rates less than those paid by the city for money which had to be borrowed on account of the arrears;
- IV. The fair and intelligent marketing of Bonds;
- V. An attempt to control the so-called "uncontrollable" expenditures;
- VI. The combination of all public health work in the Public Health Department;
- VII. The co-ordination of all public welfare work under one head, and its incorporation with the Department of Public Health;
- VIII. Improvements in accounting, reporting, financing and administration of Public Education;
- IX. Improvements in Hospital Administration;
- X. The federation of Private Philanthropy.

WORK STILL TO BE DONE

The Bureau of Municipal Research has made recommendations on other important phases of community government which, although considered and discussed, have not yet been adopted. Through continuous publicity, these recommendations must be pressed to a decision.

On still other phases of the community's life, the Bureau has, as yet, been unable to touch. These should no longer be neglected.

THE BUREAU has been and is in constant touch with development in the field of community government, both here and in other countries, through its association with other similar citizen organizations. It is a member of the

Governmental Research Conference;
National Conference on City Planning;
American Academy of Political and Social Science;
National Tax Association;
National Educational Association;

and several other groups of agencies which aim to further community life.

In order that the Bureau may be of the greatest service to the citizens, it must have the financial and moral support of all citizens who believe in its fundamental methods of

studying the facts
analyzing the facts
and
reporting the facts
with recommendations

Worth-while improvements come slowly. The habit of haste without knowledge is expensive.

NOTE.—The Bureau Bulletins in the past have been distributed to a large mailing list, free of charge. However, it has been found necessary to make a nominal charge of \$5.00 per annum in order to cover, to some extent, the cost of printing, mailing, editing, etc.

Larger subscriptions will be accepted from any citizen desirous of contributing toward the cost of the research involved in making the various studies carried on by the Bureau as the basis of its publicity.