

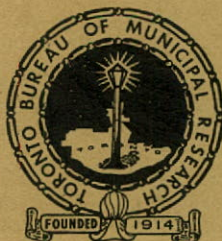
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# **BUREAU OF MUNICIPAL RESEARCH**

THIRTY-THIRD ANNUAL REPORT

YEAR ENDED FEBRUARY 28th

1947



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# Bureau of Municipal Research

## THIRTY-THIRD ANNUAL REPORT

YEAR ENDED FEBRUARY 28th, 1947

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HORACE L. BRITAIN

## FOREWORD

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The Bureau of Municipal Research had its origin in circumstances in which its usefulness was at once apparent. Tax bills were long in arrears, the system of collection was weak and unbusinesslike, no impartial and informed critic defended the cause of the taxpayer.

In subsequent years numerous occasions have called for the intervention of the Bureau, not as a partisan or a participant, but in outspoken protest or advocacy as to the course to be followed, always with a view to the ultimate effect of any proposed action on the administration of the City's affairs.

The Bureau must necessarily occupy a disinterested role, content to gain substantial results for which it would be unwise to claim credit, and effect large economies which have at best an undetermined value, however real may be the benefit to the citizens and to financial and business concerns who must perforce pay the annual tax levy, with no more actual control than that of the ballot or the salutary publicity of the press.

Those who comprise the Bureau Council, working in close collaboration with our Director, are men of varied interests who believe it indispensable to civic progress that impartial and discerning consideration should be given to all major municipal issues, especially in relation to the cost and efficiency of government.

Such an organization must necessarily derive most of its revenue from those whose property and businesses are the direct objects of taxation and who will suffer irremediably through the adoption of unsafe or unsound policies, which once entered upon continue their disastrous consequences long after the promoters have retired from the arena of action.

I bespeak a wider support for the Bureau than is represented by its present subscribers. The number is wholly disproportionate to the advantages its work confers on the community it seeks so diligently and intelligently to serve.

Respectfully submitted

THOMAS G ROGERS

*President*

**BUREAU OF MUNICIPAL RESEARCH**  
**REPORT OF THE MANAGING DIRECTOR**

**For the Year Ended February 28th, 1947**

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Ladies and Gentlemen:

The Bureau of Municipal Research completed thirty-three years of active existence on February 28th last and in two months more will have completed one third of a century of service to the community of Toronto.

It has been the custom in previous years to include in the annual report a resumé of the various topics covered during the year. This is no longer necessary. Early in September, 1946, the Bureau initiated a series of monthly letters, dealing with topics of public importance at times when interest was most apparent. Six of such letters have been issued and distributed to all subscribers, to the members of all elected bodies, heads of departments and the daily press.

**The Monthly Letters**

Among the topics covered were the following:

- 1 Necessity of Metropolitan Planning, the interests of the community are paramount and not those of localities.
- 2 The necessity from the standpoint of municipalities of a fixed agreement between the Dominion and the Provinces, as to raising and distributing public revenues.
- 3 The reduction of the debenture debt of the city.
- 4 The absorption of resulting reductions of debt charges by increases in other items of expense.
- 5 Post-war construction plans should be part of a larger plan.
- 6 Enlarged recreation plan for the City.
- 7 Juvenile delinquency.
- 8 Reform of current budget procedure.
- 9 Salary and wage scales should not be increased in November or December.
- 10 Without a large increase in taxable assessment, the tax-rate is bound to increase substantially in the next decade.
- 11 The government of metropolitan Toronto.
- 12 A citizens emergency housing committee.
- 13 The advantages of the "straight" two year term over the one year term.
- 14 The disadvantages of the "straight" two year term.
- 15 The advantages of a "staggered" two year term.
- 16 Getting out the vote.
- 17 The two questions and two by-laws to be voted on January 1st, 1947.

The reading of these letters gives a much clearer idea of the topics discussed by the Bureau during 1946-1947 than a cursory discussion in this report.



## Problems of the Greater Toronto Community

Dr. Luther Gulick, President of the Institute of Public Administration, New York, in a recent address listed areas of progress and areas of retrogression in the municipal field in the United States. The list of steps in advance is hardly applicable to Canadian cities as with few exceptions there has been among these little evidence of direct graft or malfeasance in office.

The following paragraphs from Dr. Gulick's address apply quite as well to Toronto as to any other large city:

"Another important change for the worse is the artificial restriction of city government boundaries, which has prevented the growth of city lines to cover the whole political, human and economic area of the urban region involved. This artificial restriction of boundaries has left the city with all the slums and none of the suburbs, with a geographic area too small to tackle the growing urban problems, and with a removal to the suburbs of much of the natural civic leadership of the area."

"I think the shame of the — — — city today is found in three things: first, lazy citizenship with low standards; second, lack of city pride; and third, failure to look ahead and make great plans for the future."

Through the Toronto and York Planning Board, the Toronto community has begun to plan its future. When there is one "overall" municipal government for the Toronto economic area, faster and more direct progress may be made toward a balanced community.

Publications during the year ended February 28th, 1947:

	Title	Date
310	Housing, Story No. 1	March 15th, 1946
311	Toronto Budget Estimates for 1946	June 15th, 1946
312	Toronto's Civic Budget for 1946, Story No. 2	June 29th, 1946
313	Toronto's Civic Budget for 1946, Story No. 3	November 15th, 1946
	September Letter	September 23rd, 1946
	October Letter	October 21st, 1946
	November Letter	November 15th, 1946
	December Letter	December 4th, 1946
	Letter to Electors	December 17th, 1946
	January Letter	January 14th, 1947
314	The Personnel of Our Civic Government, 1947	February 5th, 1947
	February Letter	February 3rd, 1947

In conclusion I wish to thank the Board for its co-operation, the staff for its loyal support, the daily press for its comment on our publications — whether favourable or unfavourable — the general public for its letters of encouragement and its continued use of the Bureau's material and facilities and the subscribers for their financial support.

Yours faithfully,

HORACE L. BRITAIN,  
*Managing Director.*

**BUREAU OF MUNICIPAL RESEARCH**  
**BALANCE SHEET AT THE 28th FEBRUARY, 1947**

<b>Assets</b>		1946
CASH ON HAND AND IN BANK .....	\$ 745.44	\$ 774.80
ACCOUNTS RECEIVABLE		
Citizens' Research Institute of Canada .....	514.27	608.15
EQUIPMENT AND LIBRARY .....	\$2,742.87	
Deduct: Reserve for Depreciation .....	2,529.12	
	213.75	—
DEFERRED CHARGES		
Unexpired Insurance .....	2.55	2.55
DEFICIT		
Excess of Expenditure over Revenue for the year ended the 28th February, 1947 — Statement II .....	\$1,391.05	
Deduct: Balance at credit the 1st March, 1946 .....	35.50	
	1,355.55	(Cr.) 35.50
	\$2,831.56	\$1,350.00
<b>Liabilities</b>		1946
ACCOUNTS PAYABLE		
Unpaid Salaries .....	\$1,250.00	
Sundry .....	231.56	
	\$1,481.56	—
RESERVE FOR SERVICE IN RESPECT OF UNEXPIRED SUBSCRIPTIONS .....	1,350.00	\$1,350.00
	\$2,831.56	\$1,350.00

We have examined the books and accounts of the Bureau of Municipal Research for the year ended the 28th February, 1947. In connection with our examination we made a general review of the accounting methods and carried out a test of the transactions recorded for the year, but we did not examine the Reserve for Services in respect of Unexpired Subscriptions. Based upon such examination, we report that all our requirements as auditors have been complied with and that in our opinion the above Balance Sheet is properly drawn up so as to exhibit a true and correct view of the state of the Bureau's affairs at the 28th February, 1947, according to the best of our information and the explanations given to us and as shown by the books of the Bureau.

GEORGE A. TOUCHE & CO.,  
Chartered Accountants,  
Auditors.

Dated at Toronto, Ontario,  
2nd April 1947.

**BUREAU OF MUNICIPAL RESEARCH**  
**REVENUE AND EXPENDITURE ACCOUNT**  
**For the Year Ended the 28th February, 1947**

Expenditure		1946
PERSONAL SERVICES .....	\$7,445.25	\$7,331.61
Less: Amount charged to Citizens' Research Institute of Canada for Staff Services — Net .....	627.92	(Dr.) 132.80
	<hr/>	<hr/>
	\$6,817.33	\$7,464.41
PRINTING AND MAILING EXPENSE.....	1,884.83	1,603.92
GENERAL AND OFFICE EXPENSE \$1,582.98		
Less: Rent paid by Citizens' Research Institute of Canada .....	\$505.00	
Ontario Municipal Association .....	60.00	
	<hr/>	
	565.00	
	<hr/>	
	1,017.98	928.15
PROVISION FOR DEPRECIATION —		
EQUIPMENT .....	23.75	—
TRAVELLING EXPENSE .....	5.80	—
UNEMPLOYMENT INSURANCE .....	33.81	31.92
BANK CHARGES .....	31.23	.96
	<hr/>	<hr/>
	\$9,814.73	\$10,029.36
	<hr/>	<hr/>

Revenue		1946
SUBSCRIPTIONS .....	\$6,524.00	\$6,487.00
SERVICE REVENUE .....	1,154.68	1,391.46
SUNDRY REVENUE .....	745.00	700.00
BALANCE, being excess of Expenditure over Revenue for the year — Statement I.....	1,391.05	1,450.90
	<hr/>	<hr/>
	\$9,814.73	\$10,029.36
	<hr/>	<hr/>



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 Leitch, G. C.  
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The Bureau of Municipal Research is, and has been from the first, supported by private subscriptions from public-spirited citizens. It has received no governmental or municipal grants, for the reason that its statements of facts, and suggestions as to policy, must not only be independent and unbiased, but must be so considered by the general public. The value of the Bureau to the citizens of Toronto depends on its independence as an agency of constructive criticism and citizen co-operation.





