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EIGHTH ANNUAL REPORT  
OF THE  
**TORONTO  
BUREAU OF MUNICIPAL  
RESEARCH**

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YEAR ENDING  
FEBRUARY 28TH, 1922



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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. Its charter expressly forbids its receiving such aid, 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.



# TABLE OF CONTENTS

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	Page
TRUSTEES, OFFICERS, COUNCIL, and EXECUTIVE COMMITTEE .....	2
REPORT OF COUNCIL.....	3
BALANCE SHEET .....	4
REPORT OF MANAGING DIRECTOR:	
Surveys .....	5
Other Studies .....	5
Publicity .....	6
Open Letters .....	7
Addresses .....	7
Lectures .....	7
Articles .....	7
Miscellaneous .....	7
EXPENDITURES CLASSIFIED BY WORK PERFORMED—	
Year ending February 28, 1922.....	8

## 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 McMurrich
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

# REPORT OF COUNCIL

to

## Guarantors and Members of the Toronto Bureau of Municipal Research

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The Council presents herewith its Eighth Annual Report.

During the year, 6 meetings of Council and 37 of its Executive Committee were held. The work carried on by the Bureau was never more varied or interesting.

The Survey work carried on by the Bureau during the year has been greater in volume than usual and appreciation of the Bureau's Services has been expressed by those organizations for which the work was done. The Bulletins and White Papers publicity has been of unusual interest and covered a great variety of topics. Details are given in the report of the Managing Director.

The Balance Sheet and Revenue Account for the year ending February 28th, 1922, as signed by the Auditor, are submitted herewith.

As explained in several notices sent to supporters and possible supporters, and in the pamphlet entitled "Eight Years of Service to the Community", the Bureau has returned to its former method of financing, i.e., through direct appeal to public-spirited citizens. The Council hopes that the Bureau will continue to receive and to merit support adequate to the needs of its work.

Respectfully submitted on behalf of the Council,

JOHN MACDONALD,  
President.

April 19th, 1922.



# BALANCE SHEET

As at February 28th, 1922

## Assets

Cash on Hand and in Bank.....	\$ 3,826.96
Accounts Receivable:	
General and Miscellaneous.....	\$1,913.04
C.R.I.C. Contingent.....	4,545.72
C.R.I.C. Operating Account.....	1,326.31
Members' Guarantees Outstanding:	
Past Due.....	\$1,075.00
Due Present Year.....	400.00
Due Future Years.....	100.00
Subscribers' Renewals:	
Due Future Years.....	755.00
Bills Receivable (Overdue).....	300.00
Equipment.....	557.33
Balance: Being Deficit for Year.....	\$1,318.68
Less: Surplus as at 1st March, 1921.....	908.71
	<u>\$15,209.33</u>

## Liabilities

Provision for Contingencies, etc.....	\$ 8,765.00
Unearned Revenue (applicable to succeeding year).....	5,015.64
Members' Guarantees for Future Years.....	100.00
Subscription Renewals for Future Years.....	765.00
Bills Payable.....	563.69

# REVENUE ACCOUNT

For Year Ending February 28th, 1922

## Expenditures

Expenditures (as per classified expenditure statement).....	\$31,386.56
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## Revenue

Members' Subscriptions for Current Year.....	\$ 1,548.36
Bulletin Service Subscriptions for Current Year.....	182.00
Revenue from Federation for Community Service.....	20,542.90
Services Revenue:	
C. R. I. C.....	\$4,406.12
Others.....	1,817.01
Revenue from Rentals:	
C. R. I. C.....	\$ 750.00
Others.....	750.00
Sundry Revenue, Interest, etc.....	71.49
Balance (being Deficit for Year).....	1,318.68
	<u>\$31,386.56</u>

We have audited the books and accounts of the Bureau of Municipal Research for the year ended 28th February, 1922. We certify that in our opinion the above Balance Sheet is properly drawn so as to correctly represent the state of the Bureau's affairs at that date.

Toronto, 30th March, 1922.

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

## REPORT OF MANAGING DIRECTOR

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Gentlemen:

On February 28th, 1922, the Bureau of Municipal Research of Toronto closed its eighth year of work. It will be unnecessary to give as complete an account of the year's activities as usual, owing to the recent issue of a pamphlet giving an account of the Bureau's eight years of service to the community.

**Surveys:** During the year a thorough study was made of the Victorian Order of Nurses. A report of findings and recommendations was made to the Local Board of the Order, at whose request the study was made. A letter of appreciation has been received from the Board.

A survey of the physical plant of the Separate Schools was made for the Separate School Board. A detailed Report of findings was made and forwarded with recommendations to the Board.

At the request of the Methodist Union, a church survey was undertaken with particular reference to the downtown district. Extensive maps and statistics of population were compiled and submitted to the Union early in March, 1922, with a report containing recommendations and suggestions as to administration of the down-town areas.

The Public School Survey, as originally planned, was completed during the year by the issue of a typewritten Report on the organization of the Board of Education. This Report was made available to all members of the Board.

**Other Studies:** At the request of the Secretary of the Federation for Community Service, a study of costs per child, per day, in certain child-caring institutions was made and a Report based thereon was forwarded to the Secretary.

A careful study was made of civic control of motor transportation. This was made the basis of a Bulletin.

The study of the City's Welfare organizations was continued during the year. The organization finally adopted by the City, whereby the Welfare and Health work of the City were co-ordinated, followed, in the main, lines advocated by the Bureau for years past.



A great deal of time during the year was devoted to the problem of centralized price getting for the City. Two Bulletins have been issued on this topic and an open letter forwarded to the City Council and "outside" Boards and Commissions.

Other studies conducted during the year were a study of Hospital Accommodations, Parks' Administration and Public Comfort Stations, and Municipal Loan Fund.

**Publicity:** Below is a list of publications issued during the Bureau year 1921-1922:

### WHITE PAPERS.

No.		
46.	A Twelve-Hour Working Day for School Buildings, 300 Days in the Year (Story No. 2).....	March 18th, 1921
47.	A Twelve-Hour Working Day for School Buildings, 300 Days in the Year. The Home and School Movement. (Story No. 3).....	April 29th, 1921
48.	Is Toronto's Public Hospital Accommodation Sufficient for Toronto's Needs?.....	Oct. 27th, 1921
49.	The City of Toronto as a Buyer.....	Nov. 17th, 1921
50.	The Toronto Bureau of Municipal Research.....	Dec. 7th, 1921
51.	IF the Bureau of Municipal Research were to assert that on a certain date \$10,000 disappeared from the funds of the City of Toronto, considerable interest would be stirred up and many would want to know who was responsible and what steps were being taken to prevent a recurrence. BUT.....	Jan. 31st, 1922
52.	Board of Education Estimates for 1921.....	Feb. 14th, 1922
53.	The Personnel of our Civic Government.....	Feb. 15th, 1922

### BULLETINS.

86.	The City of Toronto as an Employer (City Budget — Story No. 1).....	May 31st, 1921
87.	The City of Toronto as a Car Owner (City Budget—Story No. 2).....	June 17th, 1921
88.	\$22,723,686, or \$43.28 Per Capita, is the amount Toronto Citizens are expected to Pay in Taxes for City Services in 1921 (City Budget—Story No. 3).....	June 24th, 1921
89.	The City as a School Master (City Budget—Story No. 4)	Aug. 16th, 1921
90.	The City as a Park and Playground Manager (City Budget—Story No. 5).....	Sept. 23rd, 1921
91.	Is it too early to think about Toronto's Capital and Current Expenditures for 1922?.....	Oct. 18th, 1921
92.	Control of Civic Expenditure Through Civic Elections...	Dec. 16th, 1921
93.	Help-Your-City Suggestion Box.....	Jan. 12th, 1922



**Open Letters:** During the year seven open letters to the City Council and various Civic Boards were sent out. They covered the following topics, among others:

The importance of control of civic expenditure from the standpoint of Toronto's position as an industrial and commercial centre.

The co-ordination of Civic Welfare Work.

The necessity of awarding the building of the Live Stock Arena to the lowest bidder.

The radial by-laws, submitted to the people, January 2, 1922.

Wider use of School Plant.

The adequacy of hospital accommodation for acute cases and the need of additional accommodation for convalescents and incurables.

**Addresses:** The Director and members of the staff have addressed an unusual number of meetings during the year. The organizations addressed were Business Men's Clubs, Commercial Clubs, Fraternal Clubs, Ratepayers' Associations, Municipal Associations, Debating Clubs, etc. The subjects chosen for discussion always bore on problems of government and citizenship.

**Lectures:** The Director continued his lectures in the Social Service Department at the University of Toronto and gave four lectures in the short course on Civics and Town Planning recently held at that institution.

**Articles:** The Bureau co-operated with the financial press during the year by supplying articles from time to time on various phases of municipal government.

**Miscellaneous:** The Bureau kept in close touch throughout the year with all provincial legislation affecting the city of Toronto, and when necessary, wrote to the Provincial Government setting forth facts supporting the City's case.

The Help-Your-City-Suggestion Bulletin issued this year met with an unusually good response. Each suggestion has been looked into carefully and, when desirable, forwarded to the civic department concerned.

The details of operating expenditures for 1921-1922 are to be found on page 8.

Respectfully submitted,

HORACE L. BRITTAIN,  
Managing Director.

# EXPENDITURE CLASSIFIED BY WORK PERFORMED

Year Ending February 28, 1922

FUNCTIONS	Personal Services	Printing and Mailing Expense	Office and General Expense	Travelling Expense	Total Direct Charges	Total Indirect Charges	Total Cost
<b>Publicity</b>	<b>\$3,825.69</b>	<b>\$2,052.90</b>	<b>\$2.37</b>	<b>\$37.86</b>	<b>\$5,918.82</b>	<b>\$3,617.58</b>	<b>\$9,536.40</b>
Budget Analysis .....	564.67	450.91	1.50	.....	1,017.08	621.64	1,638.72
Annual Report .....	114.74	330.40	.....	.....	445.14	272.07	717.21
Miscellaneous Publicity Work. (White Papers and Bulletins) .....	3,146.28	1,271.59	.87	37.86	4,456.60	2,723.87	7,180.47
<b>Co-Operative Work</b>	<b>\$2,064.78</b>	<b>\$234.08</b>	.....	.50	<b>\$2,299.36</b>	<b>\$1,405.36</b>	<b>\$3,704.72</b>
Board of Education Survey .....	311.56	157.43	.....	.50	469.49	286.95	756.44
Separate School Survey .....	875.01	.18	.....	.....	875.19	534.92	1,410.11
Toronto Hospitals Survey .....	67.92	.....	.....	.....	67.92	41.51	109.43
Harbor Commission Study .....	55.05	.....	.....	.....	55.05	33.65	88.70
Victorian Order of Nurses Survey .....	176.59	.....	.....	.....	176.59	107.93	284.52
City Hall Space Study .....	18.09	.....	.....	.....	18.09	11.05	29.14
Help-Your-City Service .....	328.15	76.47	.....	.....	404.62	247.30	651.92
Transportation Studies .....	232.41	.....	.....	.....	232.41	142.05	374.46
<b>General Research</b>	<b>\$5,317.83</b>	<b>\$6.40</b>	<b>\$14.18</b>	<b>\$80.80</b>	<b>\$5,419.21</b>	<b>\$3,312.22</b>	<b>\$8,731.43</b>
<b>Work Recouped and to be Recouped for</b>	<b>\$5,756.99</b>	.....	<b>\$85.87</b>	.....	<b>\$5,842.86</b>	<b>\$3,571.15</b>	<b>\$9,414.01</b>
Citizens' Research Institute of Canada (Operation) .....	4,343.96	.....	62.16	.....	4,406.12	2,693.02	7,099.14
Others .....	1,413.03	.....	23.71	.....	1,436.74	878.13	2,314.87
<b>TOTAL</b>	<b>\$16,965.29</b>	<b>\$2,293.38</b>	<b>\$102.42</b>	<b>\$119.16</b>	<b>\$19,480.25</b>	<b>\$11,906.31</b>	<b>\$31,386.56</b>
<b>Overhead and Indirect Charges</b>	<b>\$6,613.16</b>	<b>\$1,096.13</b>	<b>\$3,621.48</b>	<b>\$575.54</b>	<b>\$11,906.31</b>		
<b>GRAND TOTAL</b>	<b>\$23,578.45</b>	<b>\$3,389.51</b>	<b>\$3,723.90</b>	<b>\$694.70</b>	<b>\$31,386.56</b>		





