

With such a budget procedure :

- a—The city would have a working plan for the current year when one and a half months, instead of five or six, had elapsed ;
- b—It would be possible by changing the time of the initial payment of taxes to save the city thousands of dollars in interest charges, thus directly reducing the burden of taxation ;
- c—Adequate control of appropriations would be established from the outset, making the prevention of overdrafts automatic and easy ;
- d—Expenditures would not be decided upon until after adequate discussion, based on knowledge of all the facts and the needs of the city as a whole ;
- e—The taxpayers would have more knowledge of and more confidence in the city's administration ;
- f—Civic patriotism would be encouraged by giving citizens a chance to really think definitely and effectively about problems of city-wide betterment ;
- g—Extravagant expenditure and unwise projects would be checked by showing comparatively—in easily understandable form—the actual facts as to increases and relative increases in costs of various departments, functional divisions and classes of work.

EFFECTIVE CITIZEN CO-OPERATION

WHAT IS EVERYBODY'S BUSINESS SHOULD
BE EACH BODY'S BUSINESS

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**There is no one in Toronto
who does not pay Taxes
directly or indirectly.**

Including local improvement taxation the total
annual cost of running the city approaches

\$19,000,000

**Disregarding fractions, it costs,
on the average,
per person—man, woman, child—
at least**

**\$38
and per family**

\$190

**for the privilege of living in this
particular city for one year.**

The City Budget (Estimates) is a plan
for spending part of your money.
It is, therefore, Your Plan,
Your Budget

Now, in planning for your next year's business,

do you begin to plan before the year begins, or after the year begins?

do you invite the co-operation of your business manager and all those in possession of information of value?

do you finish your plan in the first month, or in the fifth month of the new year?

Before you begin to plan do you want to have these facts, among others:

how much you owe now;

how much you owed last year and the year before at the corresponding period;

how much you own now;

how much you owned last year and the year before at the corresponding period;

how much your net assets increased or decreased this year;

how it happened;

what proportion of your assets are fixed;

what proportion of your assets are fluid;

what your commitments for next year total.



Is there any essential difference between Private and Public Budget-Making?

If not,

what valid objections are there to the following budget procedure for Toronto?

The completion of department estimates on or before October 15th of each year;

The completion of a draft budget by the Commissioner of Finance, in consultation with the Mayor and Board of Control, on or before November 15th of each year, containing such explanations and recommendations as the Commissioner thinks desirable;

The distribution of copies of the draft budget to public libraries and to citizen organizations desiring same;

The holding of public budget hearings by the Mayor, where citizens can criticise proposed expenditures and make recommendations, all hearings to be attended by the Commissioner of Finance and the heads of departments directly concerned;

The passing of the draft budget on or before December 15th of each year, **subject to its revision by the Council of the succeeding year**;

The passing of the final budget by the incoming Council on or before February 15th of each year;

The inclusion with the budget of a **classified comparative balance sheet**, showing what the city really owns and what the city really owes, divided into

Current liabilities and assets;
Capital liabilities and assets;
Trust Fund liabilities and assets;
Sinking Fund liabilities and assets.

A summary operation account showing what it cost to run the city during the preceding year, and giving the annual deficit or surplus;

The adoption of **standard** estimate forms and nomenclature so that it will be possible to establish a budget with comparative data going back five years;

Appropriations by departments, functional divisions within departments, and standard objects of expenditure, accompanied by explanatory work programmes with unit costs where possible.