

Is this a Fair Statement of the  
Powers Which  
A Commissioner of Finance  
Should Have ?

It is certain that a Commissioner of Finance cannot carry out these functions indefinitely unless he receives explicit directions to do so and is clothed with sufficient authority to enable him to carry out his directions. The Commissioner should have, among others, the following powers:

1. To standardize the accounting methods of the various civic departments along those lines necessary to give all the information required for financial control (as distinct from operating control) such as the costs of various services and the various standard objects of expenditure.
2. To prescribe standard forms for departmental budget estimates, based on the standardized accounting system, such forms to supplant the forms now used in some departments and supplement them in others, such as the Parks and Works Departments, which carry on construction work.

3. To continue the present practice of preparing the estimates of current revenues without their being subject to review by the Board of Control and Council.
4. To require the departmental estimates for any year to be submitted to him not later than September 15th of the preceding year. (This would not mean that department heads could not suggest changes or additions after this date.)
5. To publish and present to Council, for its consideration, the annual draft estimates not later than January 15th of any current year.
6. To issue, along with the draft estimates, any suggestions or recommendations he may have to make to Council concerning any proposed expenditure contained in the draft estimates.
7. To issue to Council monthly statements of the condition of all funds and appropriations, including not only information as to unused but as to unencumbered balances, and to obtain from the various departments such information as he may require to make these reports of the greatest possible value.

...TIVE CITIZEN CO-OPERATION

...T IS EVERYBODY'S BUSINESS SHOULD  
BE EACH BODY'S BUSINESS

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Who is to be the next  
Commissioner of Finance  
?

*Under What Conditions is He  
to Work?*

The City spends \$25,000,000 per year on Current Account

It borrows, on the average, about \$10,000,000 per year on Capital Account.

Millions of Dollars can be wasted each year by poor financial control.

The business of a Commissioner of Finance is to ensure good financial control.

*The immediate pressing problem before the city is the selection of a Commissioner of Finance who will carry on the tradition of able administration which has grown up in the Department in recent years.*

Is this a Fair Statement of the Qualifications of A Commissioner of Finance ?

1. He should have had years of experience in financial operations involving the borrowing or lending of large sums of money so that he may be able to advise the city how and where to borrow to the best advantage.
2. He should have a thorough knowledge of sinking fund administration.
3. He should have a good knowledge of the principles of accounting.
4. He should have the power of presenting financial facts in a clear, telling way so that the ordinary taxpayer can understand his official statements.
5. He should be absolutely independent of all special interests and influences.
6. He should be direct of speech.
7. He should have great moral courage.

*What should be the salary limit for a man who possesses these qualifications ?*

Is this a Fair Statement of the Duties of A Commissioner of Finance ?

He should keep always up-to-date an accurate estimate of the financial capacity of the Municipal Corporation and of the community.

He should compile and submit to the Board of Control and Council the annual current budget estimates of the city, with suggestions as to where savings might best be effected, having in view the necessities of the most vital civic services.

He should submit to Council annually a budget of proposed expenditures to be made from borrowed funds, with recommendations as to where cuts might be made to advantage, and setting forth a detailed plan for raising the necessary funds.

He should advise the Board of Control and Council how, over a term of years, the financial requirements of the city may be balanced with the ability of the city and the taxpayers to pay.