

Citizen Control of the Citizen's Business

TORONTO'S CITIZENS CAN CONTROL TORONTO'S AFFAIRS ONLY THROUGH FREQUENT, PROMPT, ACCURATE AND PERTINENT INFORMATION WITH REGARD TO TORONTO'S BUSINESS.

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Business is Business

The saying that "Business is Business", like the similar cynicism, "Elections are not won by prayers", is used as an excuse for unbusinesslike public business. When government was limited practically to the protection of persons and property, its total cost was not great and it made little difference whether public business from the financial standpoint was or was not efficiently conducted. But in an age when more and more functions, formerly privately controlled, are coming to be performed by public authorities,

Public Business IS Business

It may be true, as has been said, that government is more than business, but the business element in government is increasing rapidly with the growth in the number and extent of public services and undertakings.

THE CITY OF TORONTO

through the Mayor, Board of Control and Council, operates the following primary services, the efficiency of which depends upon the carrying out of the basic principles of business organization and administration:

1. Parks and recreation service,
2. Health service,
3. Hospital service,
4. Fire service,
5. Building safety service,
6. Sanitary services—street cleaning, garbage collection, sewerage, sewage disposal,
7. Communication service—streets, sidewalks, bridges,
8. Social welfare service,
9. Abattoir service (Board of Control),
10. Water service,

and the following secondary overhead services necessary for the proper performance of the primary services:

1. Civic financing,
2. Civic auditing,
3. Assessment for taxation purposes,
4. Civic legal service,
5. Civic recording.
6. Custody of buildings, etc.

Through Boards and Commissions it operates the following services:

1. Electric light and power service,
2. Transportation service—street railways, busses, ferries,
3. Harbour service,
4. School service,
5. Library service,
6. Police service,
7. Exhibition service.

Thus the City operates directly or indirectly, through its Council, Boards and Commissions, a service business with at least 20 different departments. Most of these have departmental managers, and there is no general manager as in the case of large

private corporations. In fact there is no single Board of Directors over the City's business, as the City Council is not responsible for the school administration, and only indirectly or partially for light and power, transportation, police administration, and the harbour. Thus both the legislative or policy-forming side and the administrative or policy-carrying-out side of the city government are extremely un-co-ordinated and decentralized.

The desire for cash dividends **dictates** co-ordination in private corporations. In public corporations dividends are not in cash but in the form of cheaper or better service. The selfish interest of the stockholders of municipal and governmental corporations in efficient organization and operation is not so evident and direct as in the case of private corporations, with the result that the pressure of public opinion is not so continuous or insistent as otherwise would be the case. **Only the highest degree of intelligence and integrity on the part of the public, therefore, can rule out of public business those special interests which do not completely coincide with public interest.**

It would be ideally desirable to have all the community's public business conducted under one elective body with a co-ordinated administrative force. In some fields, such as schools, this will probably never be advisable or practicable, at least until conditions radically change, but in other wide areas centralization will become the ordinary thing.

In the meantime, while the public is striving slowly but successfully toward effective control of public business, what can be done now to increase the effectiveness of the policy-forming and policy-carrying-out machinery of the City?

In the succeeding numbers of this series there will be presented two charts, the first showing an outline of the present organization, and the second, an outline of a suggested organization.

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