

BUREAU OF MUNICIPAL RESEARCH

"TO PROMOTE THE MOVEMENT TOWARD EFFICIENT CITIZENSHIP"

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Toronto's Citizens can control Toronto's affairs only through frequent, prompt, accurate and pertinent information with regard to Toronto's business.

WHITE PAPER NO. 177

JUNE 20, 1932

The 1932 Budget Estimates of the City of Toronto

Story No. 3

Story No. 2 analyzed the total estimated current expenditure for 1932, \$37,572,602, according to the cost of main functions. This White Paper analyzes this total according to objects of expenditure entering into the cost of these functions. Over 50% of the total goes to salaries, wages and other payments for the services of persons; over 19% goes to the city's debt service; and over 6% goes to supplies other than heat, light and power. Thus three-quarters of the city's estimated current expenditure goes to these items, and, if any reductions in expenditure are to be made and any relief in taxation is to be granted, it must be through courageous handling of these items. Any proposal to effect substantial economies otherwise is inadequate or delusive, or both.

**Comparison of Estimated Current Expenditures out of Taxation and Miscellaneous General Revenue
Other Than Taxation for the Years 1932, 1931, 1930, 1929, 1928 and 1927,
Analyzed According to Objects of Expenditure**

OBJECTS OF EXPENDITURE	TOTAL						PER CAPITA					
	1932	1931	1930	1929	1928	1927	1932*	1931	1930	1929	1928	1927
Salaries, Wages and other pay- ments for personal services..	\$18,852,387	\$18,659,092	\$18,076,871	\$17,043,319	\$16,201,115	\$15,500,915	\$29.83	\$29.75	\$29.08	\$28.11	\$27.66	\$27.20
Other Services	1,558,361	1,926,521	1,588,028	1,374,943	1,389,944	1,383,210	2.46	3.07	2.51	2.26	2.37	2.43
Heat, Light and Power	966,069	995,928	985,655	937,490	892,975	883,715	1.53	1.59	1.59	1.55	1.53	1.55
Supplies other than Heat, Light and Power	2,495,890	2,552,255	2,511,405	2,498,200	2,580,478	2,421,147	3.95	4.07	4.04	4.13	4.41	4.25
Upkeep of Structures and Equi- pment (not including previous items)	1,514,156	1,814,716	1,768,310	1,698,404	1,418,600	1,268,003	2.40	3.89	2.84	2.80	2.42	2.22
Debt Service	7,355,757	7,411,177	6,662,214	6,048,920	6,236,927	6,195,804	11.64	11.81	10.72	9.98	10.65	10.87
Interest	4,139,629	4,122,266	3,888,667	3,492,750	3,653,377	3,591,989	6.55	6.57	6.26	5.76	6.24	6.30
Debt Retirement	3,216,128	3,288,911	2,773,547	2,556,170	2,583,550	2,603,815	5.09	5.24	4.46	4.22	4.41	4.57
Unclassified	4,647,443	3,913,333	3,152,880	2,663,728	2,583,411	2,108,011	7.35	6.24	5.07	4.39	4.41	3.70
Capital outlay from current revenue	182,539	213,403	491,414	744,073	60,000	366,120	.29	.34	.79	1.22	.10	.64
Totals.....	\$37,572,602	\$37,486,425	\$35,206,777	\$33,009,077	\$31,363,450	\$30,126,925	\$59.45	\$59.76	\$56.64	\$54.44	\$53.55	\$52.86

* On an estimated population of 632,000.

COMMENT AND QUERY.

1. A reduction in rates of pay is one way to reduce the size of the pay-roll. Retirement of aged employees on part pay without filling vacancies is another. But is it not possible that the total payroll might be reduced even more as a result of a thorough administration and establishment survey for the purpose of determining how many employees of each class and grade would actually be necessary under the simplest possible administrative organization? If a larger establishment than necessary is shown, vacancies as they occur need not be filled, and transfers can be made from over-staffed to under-staffed units. Some years ago the service was classified and rates of pay standardized. The complement to this valuable study would be a thorough organization and personnel survey.

2. A reduction in debt charges cannot be effected at once. Debt charges can be controlled only by planning over a term of years. What time is better than the present for a setting up of a five or ten years' budget of capital expenditures for capital works? If this had been done ten years ago in how much better current position would the city be at present?
3. There has been so much improvement in city purchasing during the last twenty years that it is doubtful whether or not centralized purchasing for the city alone would effect much saving, but would not a complete centralization of the purchasing of the city and all civic boards and commissions be worth attempting?
4. Will the city seize the present opportunity for promoting economy and efficiency, or will it allow its opportunity to pass until the coming of better times will weaken the urge to action?

**WHAT LONGER AND "STAGGERED" TERMS OF
OFFICE FOR ALDERMEN MIGHT BE EXPECTED
TO DO FOR THE CITIZEN AND TAXPAYER.**

Such a system

1. **Would tend to encourage the candidacy of a larger number of suitable men and women from whom the citizens might make choices.** Busy men and women who have to work for a living often hesitate to face a situation in which every year as long as they serve they must devote time and money (legitimately spent) to secure their re-election.
2. **Would tend to increase the independence of members of Council.** With annual elections those who desire to be re-elected must continuously consider public questions from the standpoint of their interests as candidates rather than from that of the interests of the citizens as taxpayers.. With a two or three-year term, members could devote one and one-half or two and one-half years of each term to entirely disinterested service to the city. The necessary mending of fences could be done in the last six months of their terms.
3. **Would tend to reduce the amount of talk, useful, if at all, only from the standpoint of giving publicity selling points to assist in re-election by "the peepul".** Talk is never cheap and may be extremely expensive when expedition or careful and definite thinking on the question at issue is required.
4. **Would tend obviously to increase continuity of policy in a Board of Management which controls the expenditure annually of many millions of other people's money, both revenue and capital accounts.**

With all members of Council and the Board of Control elected for longer and over-lapping terms, it would not be necessary to increase the term of Mayor beyond one year. The annual election of a Mayor would tend to obviate the slump in voting which is almost certain to occur in an "off" year.