

# BUREAU OF MUNICIPAL RESEARCH

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

137 WELLINGTON ST. W.  
TELEPHONE EL. 1904



TORONTO  
CANADA

---

*White Paper No. 265*

*December 9th, 1941*

---

## CUTTING COSTS

We are told vigorously from time to time, and almost all the time, that business and industry must cut their costs in order to conserve national resources. It is never suggested that this be done by cutting wages and salaries, but by "close" buying, wise contract making, the best use of remaining personnel not already enlisted in the fighting forces and better organization. This is sound.

## CUTTING COSTS AS ESSENTIAL IN PUBLIC AS IN PRIVATE AFFAIRS.

But, if it is sound in private business and industry, this policy is sound in local public affairs. Whether or not the policy is carried out depends on management.

Toronto voters are about to select their three Boards of Management.

These are:

The City Council,  
The Board of Education,  
The Separate School Board.

Together, they spend annually on current account about  
\$35,000,000

of the citizens' money. The City employs directly\* out of civic revenues, or indirectly through Boards and Commissions out of special revenues, say, 13,000 men and women.

Who would assert that out of this

\$35,000,000

no opportunity for economy or retrenchment could be found, or that all of the

13,000

employees are vitally necessary for community work and not for war work, and are so employed as to produce the best results in service?

The electors of Toronto are about to choose

A Mayor,  
Four Controllors,  
Eighteen Aldermen,  
Eighteen members of the Board of Education,  
Nine members of the Separate School Board.

The fifty men and women to be elected will answer the above questions for the electors, but what the answers will be will depend very largely on what the electors do—

before election day.

\* About two-thirds of total employed by the City and Board of Education.

## MERELY VOTING NOT ENOUGH.

If a citizen thinks he has fully exercised his civic franchise when he has voted on election day, he deceives himself. He may only have chosen between candidates he did not know or knew too well. He may have voted for men whom others nominated, but whom he would not have nominated himself. He may have voted for someone because the name was familiar. He may even have voted alphabetically or according to position of the names on the ballot. How much better is such a voter than a man who has decided not to vote because no one is running whom he can conscientiously vote for?

As a matter of fact, the uninformed or haphazard voter and the non-voter, in other words non-combatant voters, are community liabilities, not community assets. They are largely responsible for any failure in the quality of the city's government. A citizen to be fully effective—

- a. Must assure himself that there will be on the ballot a sufficient number of names of candidates for whom he can conscientiously vote.
- b. Must vote.
- c. Must keep in touch with the current record of his representatives throughout the year. If necessary, he must telephone or write to his representatives.

If he finds it difficult or impossible to get suitable persons, or persons he considers suitable, to run for civic office, he must find out why. If it is the system, he must try to secure the necessary reforms in the system.

Democracy confers rights, among which is the civic franchise. It also confers responsibilities, among which is the duty of seeing that the civic franchise is effective.

### Questions That Voters Might Ask of Candidates.

1. Do you believe that local expenditures should be reduced during war years in order to assist the Federal Government in raising taxes for war purposes?
2. Do you believe that civic public bodies should continue to exercise stringent debt control, in order to leave the field of public credit open to the Federal authorities responsible for the successful prosecution of the war?

3. Do you believe that now, in addition to building up a reserve of credit, reserves of work requiring capital expenditures should be built up for immediate use after the war in order to meet so far as possible the serious dislocations which are certain to arise?
4. Should planning for this work begin now in order that it may never again be necessary to use the baneful expression, "relief" works?
5. Should a thorough independent survey be made of the departmentalization of the City Government?
6. Is there a need for the establishment of the "Merit System" in the appointment, promotion and separation from the service, of civic employees?

In 1941, 92,327 individuals voted at municipal elections out of a possible 300,000 or over.

**THE NOMINATION DAY IS DECEMBER 19th.**

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, 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.