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THE
BUREAU OF
MUNICIPAL
RESEARCH

THIS IS THE FIRST OF
A SERIES PLEASE
PRESERVE IT

AN OPPORTUNITY
FOR PRACTICAL
CITIZENSHIP

PREFACE

Some time in November, 1912, a small group of citizens met in conference to consider ways and means of improving city government in Toronto.

In the beginning, the changing of the personnel of the City Council seemed to be the first step to be taken, although, even then, there was a feeling that something more fundamental was needed than a mere change of leaders. This feeling grew into a conviction that the real root of the trouble was with ourselves, as citizens, and that true reconstruction lay through the removal of the lack of information concerning and apathy toward civic problems on the part of citizens in general. Education, then, seemed to be the basal process and the movement which at that time seemed to offer the greatest promise of success in citizen education was the Bureau of Municipal Research movement.

As a result, a fund was raised by a Committee of One Hundred Citizens to defray the cost of an independent survey of the chief civic departments. During 1913 this survey was made by a staff of specially trained men, with the hearty co-operation of the civic authorities, and the report of the survey contained many

important constructive suggestions as to possible changes in methods of carrying on the city's business. The Toronto Bureau of Municipal Research was founded in March, 1914, to follow up these suggestions and carry on the work of building up citizenship through research and publicity.

The supporters of the movement feel amply repaid for their investment of time and energy during the past five years. The work of the Bureau should form an excellent foundation for an effective Voters' League and City Club in Toronto.

February, 1919.

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BUREAU OF MUNICIPAL RESEARCH
813-820 Bank of Hamilton Building
67 Yonge Street, Toronto.

THE BUREAU OF MUNICIPAL RESEARCH.

1. What is the Bureau?

The Bureau of Municipal Research is a voluntary association of citizens.

2. What is the chief aim of the Bureau?

The chief aim of the Bureau is to promote informed citizenship and, through this, desirable conditions of community life.

3. What methods does it use to attain this aim?

First, it ascertains the facts regarding any particular problem of citizenship.

Next, it analyzes, classifies and arranges these facts so as to show their relation with one another.

Finally, it publishes the facts in clear, simple form so that he who runs may read, and reach reasoned and reasonable conclusions based on the facts.

4. What reason is there to believe that these methods will result finally in a well-ordered community with an effective government?

History shows that all measures taken without regard to the facts have, in the end, been failures. Short cuts based on force or prejudice or self-interest or disbelief in democratic institutions have never succeeded. The only foundation

for healthy community life and effective government is an informed people accustomed to act from knowledge.

5. How is the Bureau supported financially?

The Bureau is supported entirely by voluntary contributions from citizens.

6. Why should the Bureau be supported only by the voluntary contributions of citizens?

In order that the Bureau may be free to state the facts as they are, no matter where the conclusions based on the facts may seem to lead, or, rather, in order that the public may recognize that the Bureau is free to state the facts, it is necessary that the Bureau should receive no grants from Municipal, Provincial or Dominion Governments.

7. Why cannot the results of the Bureau's work be appraised or tabulated?

The best results of the Bureau's work must always be intellectual and spiritual, brought about by the slow processes of education. The finest results of education may be observed but cannot be weighed. Again, the Bureau is but one of the many social forces at work in the community. No one agency can say or should attempt to say just what results flowed from its activities. The mere statement of such results, even if possible, would largely defeat its own ends. It is sufficient for any organization to say that to the best of its ability it contributed to results in the interests of the community as a whole.

8. What has the Bureau been working at during the past four and a half years?

The work of the Bureau during this period may be listed under four heads:

a—General Studies.

b—Departmental and Institutional surveys.

c—Bulletin Publicity.

d—Pamphlet Publicity.

a.—General Studies.

| Year. | Title of Study. |
|-----------|--|
| 1914-1915 | A study of the recreational facilities of the city. A living wage test. A study of Fire Department organization. |
| 1915-1916 | A study, from the outside, of the financial side of public education in Toronto. A summary of methods of assessment and taxation in use in the English-speaking world. A study, with charts, of the organization of the Toronto City Government. |
| 1916-1917 | Study of control of charitable expenditures. Short studies of school costs and results of retardation. A study of simplified forms of city government with suggested legislation, looking toward a greater measure of home rule. |
| 1917-1918 | Study of Toronto's welfare work. |
| 1918-1919 | A study of living conditions in "the Ward" and other districts in Toronto. |

b.—Departmental and Institutional Surveys

| Year. | Survey. |
|-----------|---|
| 1914-1915 | Administrative survey of Health Department. |
| 1915-1916 | Survey of accounting methods in two units of the city government. Survey of the Street Cleaning and Garbage Disposal Services of the city. |
| 1917-1918 | Administrative survey of Toronto General Hospital. Administrative survey of St. John's Industrial School. |

c.—Bulletin Publicity.

To November 16th, 1918, the Bureau had issued 70 bulletins and 22 "white papers". These may be classified by topics as follows:

| | Bulletins. | White Papers |
|---|------------|--------------|
| GENERAL GOVERNMENT.. | 10 | .. |
| FINANCIAL ADMINISTRATION (Budget procedure, city finances, bonds, bonded indebtedness, accounting and auditing) | 23 | 2 |
| ASSESSMENT AND TAXATION | 7 | 3 |
| EDUCATION | 3 | 14 |
| FIRE | 7 | 1 |
| CIVIL SERVICE | 4 | .. |
| HOUSING | 2 | .. |
| WELFARE WORK (Hospital and charitable grants, federation of philanthropies, etc.).. | 6 | 2 |
| UNEMPLOYMENT | 5 | .. |
| GENERAL | 3 | .. |

d.—Pamphlet Publicity.

"CITY BUDGET FACTS"

For 1915.
For 1916.
For 1917.
For 1918.

REPORT OF ADMINISTRATIVE STUDY OF THE TORONTO DEPARTMENT OF PUBLIC HEALTH, as of March 1st, 1915.

"TORONTO GIVES"—A Discussion of Haphazard versus Planned Philanthropy, June, 1917.

ANNUAL REPORTS OF THE BUREAU:

Year ending February 28th, 1915.
" " " 29th, 1916.
" " " 28th, 1917.
" " " 28th, 1918.

"WHAT IS 'THE WARD' GOING TO DO WITH TORONTO?" December, 1918.

9. What recommendations made by the Bureau are now in the "past tense?"

As stated above, improvements in the city's administration are the result of many forces and influences. The Bureau in listing a few of its recommendations which have been adopted claims no credit. It is not a question of credit, but of co-operation in progress. Below is a very partial list of constructive suggestions made by the Bureau which have been adopted in whole or in part:

a—That steps be taken to establish financial leadership for financial proposals.

b—That the penalty for delay in paying taxes be increased.

c—That collection or arrears of taxes be speeded up.

d—That in future no proper current expenses be charged to capital account.

e—That a definite rule be laid down as to the purposes for which debentures may be issued.

f—That bonds on the instalment plan be considered.

g—That the sinking fund be placed on an actuarial basis.

h—That a rotary fund for repair work be established.

i—The substitution of "line item" bidding for lump sum bidding.

j—Transference of city lighting inspection from the Fire Department.

k—That the public health services of the Board of Education and the Board of Health be combined under the latter Board.

l—That the accounts of the Board of Education be put on a proper revenue-expenditure basis as a foundation for cost accounts which would show the actual cost of educational functions.

m—That the annual reports of the Board of Education give statistics of retardation and over-age, and omit some statistical details of little value from the educational standpoint.

10. What recommendations of the Bureau are still in the "future tense"?

It would be impossible to list here all such recommendations, but below are a

few of the most important ones which are still very live issues:

a—That the annual estimates for any given year be discussed by Council during the last months of the preceding year, so that they may be acted upon promptly at the beginning of each current year.

b—That the whole civil service of the city be reorganized along the well-tried lines of civil service reform.

c—That an Administrative Board (made up of the heads of the civic departments) be established, which would co-ordinate the work of the departments, act as a Budget Board under the chairmanship of the Finance Commissioner, act as a Civil Service Board, recommend policies to the City Council and in general unify the administration of the city.

d—That the revenue and expenditure years be made to correspond more closely.

e—That a Central Purchasing Bureau be established (perhaps under the proposed Administrative Board.)

f—That all departmental accounting be standardized and central accounting control established.

g—That as soon and as far as possible all water services be metered and that all water charges, whether to private citizens or city departments, be based on the amount of water used and the cost of production, with a fixed service charge.

h—That the over-drawing of appropriations or the making of new appropriations after the adoption of the estimates be discontinued except in cases of grave emergency.

11. What staff is necessary to carry on the practical work of the Bureau and what annual budget is necessary to support it?

The wideness of the field of governmental and community activities in which the Bureau is interested, the exactitude with which researches must be carried on, and the care with which all publicity must be prepared, demands a technical staff of thorough training and wide experience. The staff of a Bureau need not have every activity represented in its membership each year. It may vary from time to time as the work varies. The following departments, however, should always be represented:

- Education and Health.
- Accounting and Finance.
- Engineering.
- Social Welfare.
- General Administration.
- Publicity.

When the Bureau movement was launched, an annual expenditure of \$30,000 was planned. The oncoming of war, however, prevented the attainment of this goal so that, during the past three years, the sums spent have been approximately \$18,000, \$20,000 and \$24,000. To do the work which lies before the Bureau with the greatest expedition and effectiveness will require an expenditure for next year of at least \$30,000. This would be apportioned as follows:

| | |
|--|----------|
| Surveys and general research | \$16,500 |
| Co-operative work with citizens and civic departments, for the most part involving study and investigation ... | 8,000 |
| Publicity | 5,500 |

Is it worth while spending \$30,000 per year in order to help make effective, for community welfare, the spending of \$25,000,000—the amount of the city's annual estimates?

12. How is the Bureau's work estimated by some citizens who have been in touch with its work?

Since the Bureau's inception it has been in constant communication with individual citizens. In most cases the correspondence started with the citizens, in many by the Bureau. This correspondence indicates clearly a growing appreciation of what the Bureau's programme and methods mean and their basal importance for the community's welfare.

Professional men write that they place all the Bureau's literature in their waiting-rooms for the use of the public. Some citizens on leaving the city write that if possible they wish the Bureau's publications sent to their new addresses. The head of at least one secondary school uses Bureau publicity in the preparation of material for his classes. Educational experts, a judge of the Supreme Court, heads of University departments, heads of public service corporations, editors, Members of Parliament and business men have written expressing strong approval. The chief need of the Bureau is the growth of public appreciation of its work. The chief hope of democratic municipal government is the possibility of a universal appreciation of the desirability of research as a prelude to community action.

As examples of such correspondence may be cited the following:

CITIZEN OPINION.

GEORGE BRIGDEN, Brigdens-Limited:

"... Unquestionably, the information which you have gathered and published has been of considerable value and it would be most regrettable if circumstances were to arise which prevented a continuance of the Bureau's activities.

"The last book which I read, 'Toronto Gives', was most instructive, and evidenced the desirability of immediate action being taken to place this particular part of the city's life under the control of a Board of Management which would be thoroughly cognizant of all appertaining to this work."

EDMUND BRISTOL, K.C., M.P.:

"We believe that the work which you propose undertaking is of great national importance at the present time, and we would be glad to support you in any way we can."

WALTER S. BROOKE, C.E.:

"It is a great pity the general public are not more interested in the affairs of municipal management, or mismanagement. Your work, as compiled, is the best I have ever seen, and in Britain I could not obtain, in this condensed form, such valuable statistics as you have published. . . . I again congratulate the officials of the Bureau of Municipal Research on the able manner in which they have carried out their investigations of the finances of this city, and their comments thereon."

HENRY BROPHY, The American News Co., Ltd.:

"... I certainly approve of the magnificent work done by the Bureau and feel that it should be steadily continued."

CANADIAN MANUFACTURERS' ASS'N.,
Toronto Branch:

"The Executive feel that the educational value of the Bureau of Municipal Research as a nucleus of sober and well-informed public opinion serves as a steadying and constructive influence at a time when it is undoubtedly needed. The Executive accordingly feel that they can unreservedly accord it their moral support."

W. C. CHARTERS:

"From observation I have been much pleased with the work of the above organization and consider its work indispensable, especially during these times."

ALBERT R. CHEESEMAN:

"... I am inclined to the belief that the apathy of the public is the chief deterrent to a more vigorous interest being manifested in municipal affairs as they affect generally all classes of citizens. . . .

"I certainly appreciate the fact that the Bureau has absolutely no financial support from municipal funds. . . . An organization independent in this manner particularly, is not forced to conceal or distort facts to spare a system, inimical to the public interest, which, after investigation, it has proved to be wrong. . . .

"I would say that the work of the Bureau is justified in proportion to the amount of public interest and enlightenment it can awaken and sustain. . . ."

DR. HAROLD CLARK:

"The spirit that actuates, that is: the motive power behind the activities of the Bureau, is as admirable as its activities are useful."

F. J. COOMBS, A. E. Ames & Co.:

"I am sure that the Bureau is doing some good work in carrying out the purpose for which it was formed. It is very difficult to get the right men to take an interest in civic matters, and the Bureau is to be congratulated on having secured the co-operation of the Trustees and Committee, and should receive the moral and financial support of the community."

R. H. COWLEY, Chief Inspector, B. of E.:

"I consider that the Bureau of Municipal Research has already demonstrated the great value of such an agency in promoting the public welfare, and I hope that circumstances will permit it to continue and extend its independent services in behalf of all the people of Toronto."

K. J. DUNSTAN:

"... The Bureau has done much to give citizens generally fuller and more accurate knowledge of municipal operations and information has been furnished in clear and concise form. The taxpayers have learned how money raised by taxation is being spent and can appreciate better the magnitude of civic undertakings and hence the necessity for thoroughly sound business methods. The Bureau has made many valuable suggestions as a result of close study and research. A work of this character intelligently and well done must be of great good to any community."

C. H. EASSON, General Manager, The Standard Bank of Canada:

"I may say that I am in sympathy with the aims and efforts of the Bureau of Municipal Research, and believe the educational work they are doing must result in a more intelligent interest on the part of the citizens in municipal affairs."

W. L. EDMONDS:

"There can be no question regarding the work the Bureau of Municipal Research is doing. Personally I consider it of great value to the city, and often feel that it is to be regretted that the public have not a wider acquaintance with it."

J. L. ENGLEHART:

"Bureau of Municipal Research has placed under obligations, all of the people of Toronto; yes, more, and 'What is 'The Ward' Going to do With Toronto?' emphasizes the obligations—the absolute necessity of the Bureau. . . . Every voter in the city should have copy."

THE FINANCIAL POST OF CANADA:

"In the municipal department of the Financial Post, we follow with a great deal of interest the efforts of the Bureau to improve the standards of financial administration in Toronto and a review of our columns will disclose the frequency with which the bulletins of the Bureau are referred to, quoted and generally approved. It is our belief that the Bureau is doing valuable work in bringing to the attention of the public problems of municipal government and in arousing sentiment in favor of reforms aimed to better living conditions in our cities. This is a most desirable undertaking and, were it not for the public spirit of the men supporting the Bureau, these reform improvements along sane and equitable lines would hardly likely be prosecuted.

"It is a satisfaction to be able to bear witness to the useful work being done by the Bureau in building up a force of well-informed public opinion on municipal problems in Toronto."

GRENFELL W. FISHER, R. G. Dun & Co.:

"... it seems to me that it would be very hard to estimate the good effect of the information about the handling of the city's affairs, which is obtained and distributed by your Bureau. No doubt the results of your efforts in the direction of better Civic Government will manifest themselves in the future in a general demand, on the part of citizens, for better management of the city's affairs. There may be no very marked change in the immediate future, but there is no doubt that the information you are disseminating will have its effect in moulding the opinion of those who ought to feel themselves responsible for civic welfare."

WALLIS T. FISHER, Ward 7 Ratepayers' Ass'n.:

"I believe in an enlightened citizenship and feel that every citizen has a right to some say in the proper government of his city. I feel that you supply much valuable information to ours and kindred associations. . . . Many of your bulletins are invaluable to us in debates and in discussions, and I personally appreciate the receiving of same. They open up themes and lines of thought that we laymen have not time to follow up to a conclusion, but many times your bulletins have placed things in a concise manner easily understood."

F. W. G. FITZGERALD, Managing Director, Canadian Mortgage Investment Co.:

"... We have received at intervals copies of summaries and bulletins issued by the Bureau dealing with municipal expenditures, and particular branches of municipal administration; and the conclusion we have formed is that in presenting to the citizens and taxpayers summaries and diagrams showing in such clear and concise form the

growth and relationship from year to year of the principal departments of expenditure, your organization is rendering a very valuable service indeed."

R. DOUGLAS FRASER, Editor and Business Manager, Presbyterian Publications (Board of Publication, Presbyterian Church in Canada):

"The facts brought out by the study and analyses issued by the Bureau do provide, as you suggest they ought to, a nucleus of sober and well-informed public opinion that serves as a steadying constructive influence, and surely there could not possibly be a time when this steadying, constructive influence is more needed than now."

DONALD G. FRENCH:

"The need for the Bureau of Municipal Research is greater than ever it was. I believe it has done splendid work since its inception. . . .

"As a ratepayer and as a Canadian interested in the welfare of his country, I feel that the work of the Bureau should go on and extend."

D. J. GOGGIN, Historiographer and Departmental Librarian, Ontario Department of Education:

"If we are to have economy and efficiency in civic administration in Toronto, an informed and aroused public opinion is necessary. The information furnished by the Bureau of Municipal Research—a self-supporting, self-sacrificing organization of public-spirited citizens—has supplied the ratepayers of Toronto with an illuminating analysis of the city's finances. The charts, showing our rapidly increasing debt charges and the proportion of our revenue consumed by these, add emphasis to an appeal to the citizens

for the selection of good business men as aldermen and for an increased watchfulness over civic expenditures.

"The work done by the Bureau increases in value from year to year and must have a salutary influence on public opinion and civic finance."

WM. R. GREGG:

"... Having watched the work of your Committee from the beginning, I am certain that there have been great improvements in the business methods at the City Hall directly resulting from the way in which you have done the work of research and made suggestions.

"You have given publicity to facts and figures which all ratepayers have a right to know, but formerly had no means of obtaining in any ordinary way. I consider it a privilege to be on your mailing list and have kept all your literature on file."

MRS. L. A. HAMILTON:

"I have always felt that the work of the Bureau should be more widely known and better understood, and that it is making a considerable contribution in just the way we need it, for we are all lamentably ignorant and need reliable information.

"In these times, when our community life is in such a state of flux and especially since women have become enfranchised I feel the Bureau will be most valuable."

T. A. HANCOCK:

"... I feel that any work which is trying to check or let the citizens know what the people who are running the city are doing with our money should be supported. I would also add that I feel this will be a greater necessity as time goes on."

J. J. HELLING, of The East Toronto Ratepayers' Association:

"I consider it of great value that the citizens should be informed regarding city administration that they may take a more lively interest in both national and municipal government."

G. A. HOWELL:

"You are doing a splendid work for the citizens and it would be, in my opinion, a very great loss to Toronto if for any reason you were to drop the work."

MRS. A. M. HUESTIS:

"... I know of no other institution doing any such valuable service as the Bureau contributes to this community."

E. C. IRONSIDE, of The Beach Association (Inc.):

"I believe that greater and more concentrated efforts of this kind by all public-spirited citizens of Toronto will be a great help in the near future in reducing the ever-increasing tax rate of this city."

J. J. KELSO, Superintendent of Neglected and Dependent Children:

"It is most important that there should be an independent organization studying social conditions and municipal expenditure so that some assurance may be given the citizens that their affairs are being managed with a fair degree of efficiency. The Bureau of Municipal Research has done more than sufficient to justify its existence, and public-spirited citizens should see that its finances are adequate. The aim of all who have the welfare of the community at heart should be not to give charitable relief, but to see that our social life is so regulated that charity will be quite unnecessary."

M. A. KENNEDY, Sec.-Treas., The Ontario Machine Co., Ltd.:

"The work you are doing has my heartiest support, as I am sure it has of the great majority of Toronto people who are familiar with the work you are doing. Keep on going! You are on the right track and, while the public may not show the appreciation you deserve, they, I am sure, feel it none the less."

LAILEY-TRIMBLE, LIMITED:

"We certainly think the work being done by the Bureau of Municipal Research is along good lines and deserving of support. We have found the information they have been giving to the citizens very instructive."

T. G. ROGERS, Sec.-Treas., The Lake Simcoe Ice Supply Co., Ltd.:

"The aim of your Bureau . . . is, we believe, worthy and necessary. It seems to us that some independent survey of work, methods and expenditure affecting directly or indirectly every citizen, should be regularly made by a responsible organization such as yours, and results published."

JOHN M. LALOR:

"In my opinion, there is no doubt that the policy of spreading information with the idea of providing a nucleus of well-informed public opinion on matters pertaining to every phase of community life, is to be highly commended."

LIVINGSTON & SCOTT:

"I do not think that ever before has it been so imperative that the citizens of Toronto should know how the city's finances are raised and administered. Your Board of Municipal Research has a wonderful oppor-

tunity in presenting in an unpartisan manner the true effects of our civic departmental organizations."

GEORGE H. LOCKE, The Public Library of Toronto:

✓ "I have always been interested in the Bureau of Municipal Research, both in the United States and the one in the City of Toronto. I think there can be no two opinions about the value of publicity in connection with public activities. It is our only safeguard in a democracy."

HON. I. B. LUCAS, Attorney-General, Province of Ontario:

"I have from time to time had opportunity to read your bulletins. I think the Bureau of Municipal Research is doing very useful work and doing it very well."

DONALD C. MacGREGOR, J.P.:

"I think the Bureau is doing a needed and good work in a thorough manner and with clear insight. The literature sent out, and which I carefully read when received, is carrying into the homes instructive and well-balanced information of much local importance."

JAMES PATRICK MacGREGOR, Barrister:

"I am very clearly of opinion that in a municipality the size of Toronto such an institution as the Bureau of Municipal Research should be able to effect enough saving in the municipal expenditure, by reason of its helpful criticism thereof, as to justify the expense necessary to conduct the work of the Bureau."

"In both the Federal and the Provincial Governments it has been recognized that the office of leader of the Opposition was necessary, and an adequate salary to the

holder thereof should be paid out of the country's funds. This is official recognition that constructive criticism is as necessary as constructive execution. It would appear that until Toronto (which has, I think, a greater expenditure than the Province) adopts some similar system of obtaining well-informed and accurate and just criticism of the doings of its Government, the Bureau of Municipal Research should be continued in its present field."

PROF. R. M. MacIVER, University of Toronto:

"Accurate information about the community is more difficult to obtain and yet more necessary as the community grows. More difficult because government, like everything else, becomes specialized and its workings grow remote and hidden from the ordinary citizen, more necessary because without that information public opinion is easily misled, interest and enthusiasm lacking, and the sense of responsibility weakened. It is to meet this situation the Bureau of Municipal Research has been founded, and I regard its service in gathering and spreading information of an accurate character about vital civic matters, such as taxation and education, as a highly valuable aid toward efficient citizenship."

T. H. MASON, Mason & Shaw, Insurance Brokers:

"My own conviction is that your Bureau is doing a much-needed work in educating the people to a sense of their responsibilities in civic matters. . . . Such a propaganda of publicity as your Bureau is carrying on must of necessity eventually create an interest in municipal affairs which perhaps could not be acquired in any other way."

THE HON. MR. JUSTICE MASTEN:

"I have no hesitation in saying that in my opinion the objects of the Bureau and the field toward which its activities have been directed are most important.

"I can say further that I think that these efforts have up to the present time been well directed and that the results which have been achieved in clarifying the situation and in making plain to the average citizen the true position of our municipal affairs has not only been gratifying but effective."

J. EDWARD MAYBEE, Ridout & Maybee:

"I am confident that there is a great opportunity for the intelligent criticism of municipal affairs and institutions by an organization such as the Bureau of Municipal Research, which brings to its work a special training which the average citizen does not possess and which even the best newspapers cannot always command. The fact that the Bureau stands entirely apart gives its work special value as I see it."

SIR WILLIAM MEREDITH:

"I agree with you that such work as the Bureau is doing is most valuable and that at the present time is especially so.

"I may not agree with all the views expressed; but having the material upon which to form opinions and base needed action is most important."

A. M. MILLER, Organization of Resources Committee:

" . . . The Bureau is accomplishing the object which it has in view, namely: that of creating a body of fully informed and intelligent opinion in connection with our civic government and various public enterprises."

"I have read with a great deal of interest from time to time the various bulletins which you have sent me, and believe that they have made me personally a more intelligent citizen."

REV. L. MINEHAN:

"... By its splendid educational work, the Bureau has been sowing seeds of co-operation, efficiency, knowledge and service, which have already produced notable results and are destined in the near future to greatly enrich our civic life. Our Soldiers' Huts Campaign, our Rotary Club, our Social Service League, and similar activities, have received more impetus than perhaps some of their members suspect from the quiet, persistent, thorough-going, broad-minded and high-minded educational work of the Bureau of Municipal Research."

W. S. MORDEN, Guardian Trust Co.:

"In my judgment the Bureau of Municipal Research is giving the citizens a very timely service. The shortcoming of the average citizen, of whom I am a representative, is that he does not evince sufficient interest in the various subjects you are investigating and the existence of this shortcoming is one of the reasons why the efforts you are making should receive support."

MRS. G. P. PAYNE:

"... I feel that an association such as the Bureau can, if given the opportunity, be a powerful influence in guiding the public along progressive lines in education. There is undoubtedly a great necessity for such an association as the Bureau of Municipal Research, and its value to the community cannot, it seems to me, be over-estimated."

A. G. PARKER, W. J. Gage & Co., Limited:

"I think that your Bureau is doing a very valuable work in educating the people to take a real interest in our municipal affairs. There is no doubt but that the work has been instrumental in causing a number of reforms which will be of considerable benefit to the citizens."

ARTHUR PEPLER:

"... There is undoubtedly great need for the work of the Bureau of Municipal Research in obtaining and tabulating reliable facts regarding the different phases of community life in its organized form and, provided these can be given a wide enough publicity amongst the citizens, it should eventually make possible an improvement in the conduct of these activities."

W. L. REED:

"I have pleasure in stating that I consider the Bureau is filling a long-felt want and that the more it enlarges the scope of its energies along the lines enumerated in your letter, the better it will be for the citizens of Toronto. I believe the knowledge that the Bureau is watching closely all civic matters acts as a 'tonic' to those in charge of the city's affairs and encourages them to give better service."

"The information the Bureau collects and disseminates to the citizens shows the need for improvement in many directions, particularly in the matter of education, and I think the effect of this is that more taxpayers will take a more active interest in their city's affairs."

JOHN SEATH, Superintendent of Education,
Province of Ontario:

"So far as concerns education—the subject in which I am most interested—reasonable

criticism on the part of those who are acquainted with actual facts would be in the public interest. The more our system is looked at from different points of view, the more likely are we to secure efficiency."

M. S. SHIELS:

"There is no doubt in my opinion as to the value of the results of your collaborations, outlined in your pamphlets. The main difficulty appears to be that of arousing the interest of the public at large and, while this is so to-day, the perpetuation of the difficulty can be eliminated from the coming generation through the educational department. There appears to be all through too great a sense of the obligation of Government or State to the individual, and not enough appreciation of individual responsibility to the State or Government. Your organization, and the work it is doing, is bound to produce a salutary effect on these conditions, and those who are doing the work are to be congratulated upon their perseverance in the face of general apathy."

TORONTO LOCAL COUNCIL OF WOMEN:

"The Toronto Local Council of Women is glad to give its moral support and to assure you of its interest in the work. The spreading broadcast of knowledge regarding national and civic affairs must result in more intelligent opinions, and the concise way this is presented by your Bureau is most helpful."

J. F. VAN EVERY:

"As head of the History and Economics Department of the High School of Commerce, I have made use of the Bureau's pamphlets in class work. It seems to me that the civic pride and interest and intelligence of the coming generation in Toronto needs stimu-

lating, and the publicity campaigns the Bureau carries on serve that purpose, if the results are brought to the attention of the boys and girls."

G. A. WARBURTON, Y.M.C.A.:

"There can be no question whatever about the value of the service that is being rendered by your Bureau to the City of Toronto in keeping before the public mind the financial situation of the city. No other statements that are issued regarding the city's finances and other public questions dealt with by your Bureau approach those that you prepare, in their lucidity and thoroughness."

"The attitude of your Bureau has been so far judicial and constructively critical, and so long as this attitude is maintained all classes in the community should support it."

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