

LETTER OF TRANSMITTAL FROM
Bureau of Municipal Research

261 Broadway, New York,
February 21, 1914.

Mr. John Macdonald, Chairman,
Civic Survey Committee,
608 Lumsden Building,
Toronto, Canada.

Dear Sir:

As requested by your committee, we are transmitting herewith our final report on a survey of the treasury, assessment, works, fire and property departments of the city of Toronto. Although this report has been made for a non-official agency, the statements of fact, the critical suggestions and the constructive recommendations were all taken up and discussed in detail with officers before this final draft was prepared.

In bringing to your attention and to the attention of officers certain conditions which it is thought should receive attention, we do not wish to be understood as criticizing any person connected with the government, but rather to impress the view that certain conditions pointed out operate as a handicap to officers, and that citizens as well as officers should assume responsibility for their continuance. Administrative defects are primarily those of methods and not of men. In every instance we have met with a spirit of frankness and of wholesome regard for community welfare on the part of those in the public service.

I am taking this occasion to express to you and the other members of the committee our appreciation of the opportunity to co-operate in a study which has brought us in touch with so many persons, both in public and private life, who are interested in making their governmental agency a more effective instrument for common good.

Very sincerely yours,

(Signed) F. A. CLEVELAND,

Director.