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Microfiche
Series
(Monographs)**

**ICMH
Collection de
microfiches
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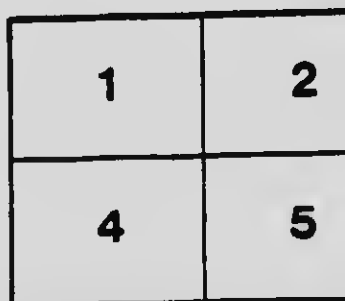
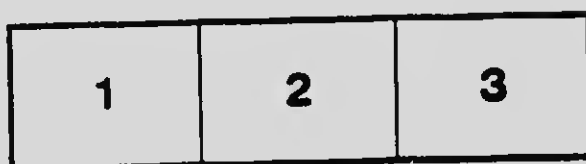
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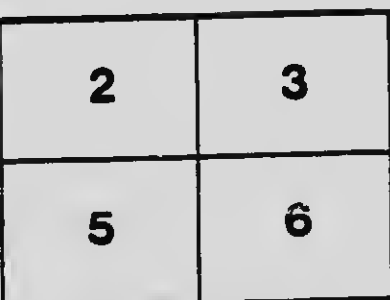
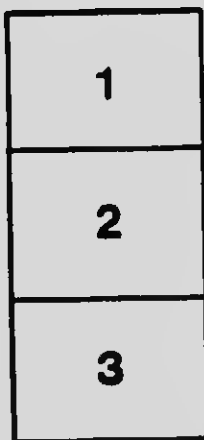
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MICROCOPY RESOLUTION TEST CHART

(ANSI and ISO TEST CHART No. 2)



1.0



1.1



1.25



1.4



1.6

1.5
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18.0



2.8



3.2



3.6



4.0



2.5



2.2



2.0



1.8



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Can Citizens' Research
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Community Engineering



Community Engineering

CIVIL engineering, electrical engineering, mechanical engineering, etc., have won an assured position in the public mind. These deal primarily with the efficient arrangement of material things.

Industrial engineering is rapidly becoming a recognized necessity in industrial life. It deals with the efficiency of men in relation to material processes.

Community engineering is just as necessary. It deals with the effectiveness of men in the conduct of their community undertakings and with the degree of success of these undertakings in satisfying community needs.

The Citizens' Research Institute of Canada
OTTAWA

Provisional Headquarters:
189½ Church Street, Toronto

July, 1920

No one would attempt to build a railway without careful surveys.

Yet millions of dollars are spent by governing bodies every year on Education, Public Health, Recreation, Charities and Correction, and other services without adequate inquiry as to the human needs and resources of the community to be served. It is more dangerous to build a community than to construct a bridge or a skyscraper, without a thorough study of the ground.

COMMUNITY ENGINEERING

A city or town is not simply a geographical location, a group of houses or a number of human beings. It *has* a geographical location; it *contains* a number of houses, and is *inhabited* by a number of individuals. Wherever a number of human beings settle, common needs develop. Soon an organization to take care of these common needs begins to take form. These common needs and the organizations effected to take care of these needs are the distinguishing marks of a community.

We have in Canada three ranks of community—the national community, the provincial communities, and the local communities. Each of these exists to satisfy some group of needs. The problems which arise in the attempt to satisfy these needs are problems of
organization,
procedure, and
personnel.

In planning for any community, irrespective of its area, population, or age, the fundamental questions the citizen should ask himself are:—

- 1: What human needs should this community attempt to satisfy?
- 2: Is the community meeting these needs satisfactorily?
- 3: If not, what are the defects of organization, procedure and personnel which interfere with the highest possible community success?

In the long run no community gets better public service than it works for and pays for; in other words, than it deserves. A permanent improvement in government requires, therefore, a permanent improvement of the

citizens, and a permanent improvement of the citizens requires more knowledge of community activities. This increased knowledge will result inevitably in increased opportunities for service and greater will-to-serve.

How Much Do You Know About Your Community?

That is: What is your basis for Effective Citizenship?

We have listed below 28 questions selected from hundreds which might be asked about your community or any other. The reader can formulate similar questions which need to be answered, relating to transportation, local improvements, hospitals and other general community services.

EDUCATION.

- Are your public and high schools efficient?
- Could your educational equipment be made to render more service to the community than it does?
- What are the tests of the efficiency of schools?
- How much did your community spend on its schools last year?

PUBLIC HEALTH.

- Is your community adequately served from the standpoint of public health?
- How do you know?
- How much did the municipality spend on public health last year?

PROTECTION OF PERSONS AND PROPERTY.

- Are your Fire and Police Departments giving satisfaction?
- Is the expenditure on these departments increasing faster or not so fast as the civic expenditure as a whole?
- Is the loss of life and property increasing or decreasing?

ASSESSMENT.

- Are you satisfied with the operation of the municipal Assessment Department?
- How would you undertake to demonstrate the efficiency, or inefficiency, of an Assessment Department?
- What is the assessment per head of population at present?
- Is this greater or less than that of other communities of a similar size and character?
- Is the present system of assessment equitable?

FINANCE—

Is the financial policy of the municipality sound?

According to what standards did you form your judgment in answering the previous question?

Has the municipality's per capita debt increased or decreased during the last decade?

What is the policy of the municipality as to the repayment of borrowed capital?

From what sources does the community raise its revenues?

Are the bills of the municipality paid promptly?

For what part of each year does the municipality operate without a budget?

What does the city pay each year as interest on temporary loans to finance the municipality until the first payment of taxes?

Has your municipality ever made any bad guesses in rendering aid to new industries either by giving bonuses or guaranteeing bonds?

Are the municipal accounts on a revenue-expense or simply on a receipts-payments basis?

Are the official financial and departmental reports readable, clear, promptly issued and widely distributed?

Do the newspapers of your community feature the financial and other official reports of the municipality?

Are you satisfied with the services you receive in return for your taxes?



WASTE

in Municipal Government and community affairs is not the result of bad intentions. For every dollar lost through conscious dishonesty, \$100 are lost through inefficiency. Inefficiency is our chief enemy. Though long entrenched, and with many miles of barbed wire entanglements in the shape of custom and habit, our enemy is extremely vulnerable. *Information, clear, pertinent, persistent and timely will find*

its way through all barriers, if
individual citizens,
citizen organizations,
city councils,
boards of control,
commissions, and
governing boards

will only make the same use of it as is made
in private business.

BUT HOW?

Citizens are too busy to dig out the information themselves. Public documents, in most cases, are too technical, too badly arranged, too poorly expressed, too fragmentary, or issued too late to be of much use to citizens—or even to governing boards.

To meet this situation the Citizen's Research Institute of Canada has been established. It has three main functions:

- 1: To make general studies, free of charge.
- 2: To make particular studies for individual communities at actual cost.
- 3: To publish reports on all studies of general interest, in clear, readable and concise form, and make available to the press, and through it to citizens generally, impersonal and non-partisan discussions of public affairs based on painstaking research.

For general studies and publicity of general interest, a national fund is being established through voluntary contributions of Canadian citizens. A great deal of work along this line has already been done. The Institute will make comprehensive or limited community surveys *at cost* for groups of citizens anywhere in Canada. Although only in active operation three months, the Institute has already completed one local study and ten general studies, and issued twelve bulletins and reports to a widely distributed mailing list. The Institute is prepared to make for any group of citizens, board of trustees or governmental body studies at cost concerning such topics as:—

Public Health Administration,
 Welfare Work—including Child Welfare,
 Boys' Work, etc.
 Housing,
 Education—including Public and High
 Schools,
 Civic Budget Making,
 Accounting,
 Public Reports,
 Charities and Corrections—including In-
 stitutional Administration,
 Hospital Administration,
 Police Organization,
 Fire Department Organization,
 Civil Service Organization, and General
 Departmental Organization, Civic or
 Governmental.

The Institute believes that the present is the psychological moment to press the movement for effective democratic government. There are those who decry all governments, declaring them all alike, hopeless. The best answer to these destructive critics is to make all governments and governing bodies, and all community activities efficient in the highest sense. Such a reply would be crushing. The people and their governments are, theoretically, one. They can be made actually one if every Canadian does his or her share.

As suggested on the front page, no one would think of building a bridge or a railroad without thorough surveys, nor attempt to keep them in operation without frequent tests. Yet the nonchalant establishment of such public services as health departments, juvenile courts, special schools, without any thorough-going study of the needs of the community does not strike the average citizen as incongruous, and we continue to operate civic and governmental departments without special inquiry and revision, by methods suitable fifty years ago, but now rendered obsolete by changing conditions.

Is your city or town in need of some community engineering? If so, can the Citizens' Research Institute of Canada be of service to you?

Ignorance breeds suspicion.

Full knowledge is the only sure basis of confidence.

Mutual confidence is the foundation-stone of organized society. Without it governments can no longer exist and peoples can no longer maintain themselves.

Suspicion is negative, destructive; confidence is positive, constructive.

Every Canadian should have confidence in his Country, its people and its future, and be able to give a reason for the faith that is in him.



