City Survey Urges Drastic Shake-Ups

Continued from Page 2

(e) A police department under chief of police.
9. That the five department heads suggested above, if and when appointed, be required to prepare a report for the consideration of the Common Council as a basis for a grading and

(a) Employment.(b) Promotion.

(c) Demotion. (d) Transfer.

(e) Discharge. (f) Retirement. (g) The establishment of equivalent grades and positions for equivalent work in all departments.

(h) The establishment of equivalent rates of pay for the various grades and positions, with maximum and minimum salaries and amount of annual increases to be granted for good such as ability to read, write, etc.,

PERSONAL RECORD CARDS 10. That personnel record cards be table citizens, previous employers pre-

established in all departments as a ferred basis for promotion, demotion, retirement, etc. directly responsible to Council that

directly responsible to Council, that the introduction of an appointed the bulk of the routine solicitor's work be done in his office and that an outside firm be retained for consulting is undue interference in the Governsolicitor's work and as Corporation ment of the force by the Council. Counsel.

ent of the proposed Finance Commissioner, be appointed by Council and

be directly responsible to it. In the opinion of the Institute, in this case an outside Auditor would be preferable.

3. That as soon as possible advantage be taken of powers granted by existing I.eg:slature for the establishment of a pension fund for retired employees, that such fund be established on a strictly actuarial basis, that the chief financial officer of the City be responsible for the financial administration of the fund, that the greater part of the fund be contributed by the beneficiaries, that to meet the abnormal financial burden of the number of retirements of aged employees during the first years, the City make a contribution. These recommendations are made not simply from the standpoint of efficient administration and expenditure of the more of the taxpayers who pay the civic bills.

THE FIRE DEPARTMENT

The recommendations for the fire apartment are in part as follows:

14. That a Deputy Chief be appointed to assist the Chief in his many duttes, that he be next to the Chief in rank and that he be a member of the permanent force.

15. That the "call" system be retained for the present, but that the companies in the northern and eastern searching is recommendation be promitted to assist the Chief in his many duttes, that he contained the contained and eastern search and the contained and eastern and the promotion is granted by the companies in the northern and eastern search and the contained and eventually lead to lower costs. Such a retail close the northern and element of the force would make a more mobile distribution of the force would make a more mobile distribution of the force could nate and close the northern add and eventually lead to lower costs. Such a retail the force would make a more mobile distribution of the force would make an orther the follown of the force would make ano

tained for the present, but that the companies in the northern and eastern

tained for the present, but that the companies in the northern and eastern sections be recruited up to full strength as are the companies in the western section.

16. That plans be begun now, looking to the placing of the fire fighting force in the eastern and part of the northern section on a permanent full time basis, manned by officers who would also be of the permanent force. The carrying into effect of this programme will necessitate the building of a central hall with sufficient accomodation for a complete permanent force and the necessary equipment and apparatus. It should make possible the closing of at least one fire hall established lines be set up and that all members of the force be required to contribute to this fund. Owing to the fact that it would be unfair to the fact that it would be unfair to place upon the members of the force and the treiment of the some extent these added expenditures, but the nature of the terrain of Saint John City makes it difficult to effect the economies in this direction which would be possible in a gity of more compact area. This programme should not be commenced without the accummulation of the following basal facts collected over a period of at least one year.

TIME RECORDS

(a)—A record of the time it takes each piece of spparatus to arrive at the society of the sociation o

chiciently covered from a central nan(c)—A record of the individual arrivals of the "call" men on the scene
of the alarm after the time of the
sounding of such alarms. The roll
call records of "call" men, as given
in the monthly reports of the force
which were examined, would seem to
show a very high rate of attendance at
fires. It is impossible to judge from
such records, however, at just what
period during the fire these men arrived. It is almost unnecessary to
point out that the prompt attention
of a sufficient fire fighting force at the
first few minutes of a fire may be
worth the work of many companies
15 minutes later. Such a record as
above suggested is, therefore, almost
indispensable before passing final
judgment on the "call" system as at
present boats.

That dependent on adoption of
abundance leading to a decline in
total recenus.

That fares be raised, as nearly as
possible, to approximate cost of service without leading to a decline in
total recenus.

That, if necessary, interest charges
be carried by the general taxpayers but
that in the ferry account interest be
shown as a cost of operation in order
to produce the true surplus or deficit.

That, particularly in view of the
water supply pipe, recommended in the
engineer's section of this survey report, preced the placing of the
example produced the true surplus or deport, preceded the placing of the department on a permanent basis. In
that event the Institute is of the opinion that the combined changes would
result in lower fire insurance premiums being granted to the citizens of
Saint John, particularly in connection
with mercantile risks. A change from
one grade to another would mean a

Administrative Relations with
the cord of the problem of transportation across the
harbor.

SCHOOL TRUSTEES

Administrative Relations with the
cord of the problem of transportation and spruce Lake systems.

That sandler boats with a lower cost
of operations be suspended on
sunday leaving the highways and
to suffice the raific.

That ferry op (c)—A record of the individual arrivals of the "call" men on the scene

with mercantile risks. A change from one grade to another would mean a cut in premiums of approximately 10 p.c., which would offset to some extent the extra costs caused by the recommended changes. In addition, the citizens would have greater protection. In the event of the above recommendations being put into effect, the citi-Saint John, particularly in connection with mercantile risks. A change from

APPLICATIONS FOR JOBS

18—That all applicants for positions on either the permanent or "call" force make their application in their own handwriting on a form supplied by the department for that purpose. That the form require answers to such date of birth, place of birth, married or single, trade or calling, previous service in army, navy, police or similar services.

APPLICATIONS FOR JOBS

18—That all applicants for positions on either the permanent or "call" (This system is in operation in one Canadian city of 60,000 population. It in no way limits the independence of the Board of School Trustees).

That the form require answers to such date of birth, place of birth, married or single, trade or calling, previous service in army, navy, police or similar services. educational qualifications the salary of such officer be apporting the force of the body go quickly by a simple method that just disrolves them. To do this get about two ounces of peroxine power from your druggist—sprinkle a little ones—soft ones or hard ones—on any part of the body go quickly by a simple method that just disrolves them. To do this get about two ounces of peroxine power from your druggist—sprinkle a little ones—soft ones or hard ones—on any part of the body go quickly by a simple method that just disrolves them. To do this get about two ounces of peroxine power from your druggist—sprinkle a little ones—soft ones or hard ones—on any part of the body go quickly by a simple method that just disrolves them. To do this get about two ounces of peroxine power from your druggist—sprinkle a little ones—soft ones or hard ones—on any part of the body go quickly by a simple method that just disrolves them. To do this get about two ounces of peroxine power from your druggist—sprinkle a little ones—soft one sort ones or hard ones—on any part of the body go quickly by a simple method that just disrolves them. To do this get about two ounces of peroxine power from your druggist—sprinkle a little ones—on an hot, wet cloth—rub over the black-heads brisk Saint John on the new basis.

THE SURVEY. THE voluminous Brittain

noon today. It was therefore impossible for The Times-Star to publish even the recommendations in full. As many of these and as much of them as possible are published herewith, however, and the complete texts will be run in The Telegraph-Journal to-

height, weight, previous illness. etc.

19—That such application be ac-

morrow morning.

THE POLICE DEPARTMENT

The recommendations for the police

12. That a City Auditor, independ- REARRANGEMENT OF FORCE.

be directly responsible to it. In the opinion of the Institute, in this case opinion of the Institute, in this case considered. If it is possible to do this case instead of three stations be seriously way:

(a) By carrying out a pit of the local property of the carrying out a pit of the carrying out a p ment of the force to operate from two This should be done in the following

dations being put into effect, the citizens should most certainly request the Fire Underwriters to make another report in order to correctly classify needs and financial abilities as a whole, would be in a position to advise both

be shortened in order to facilitate as close cooperation as possible bedepartment to be self-sustaining.

RECOMMENDATIONS.

gathering grounds adjacent to the water works reservoirs and that every effort be made to inspect from time to time any septic tanks and outhouses that exist. Steps should be taken to change the outlet from the

REDUCE WATER WASTE.

(4) That immediate steps should be taken to reduce the enormous That the possibility of the rearrange- waste of water at present taking place.

By This Simple Method

tioned between the city and the law are too severe and drastic for a

board on the basis of their relative city of the size of Saint John and that the fees charged for the passing of plans, and the inspection of the buildof Saint John ings be such as to enable the building

sible the chairman of the board be chosen from the city council appointees and that the required legislation be applied for.

The third chapter of the establishment of a general engineering methods in use in the city and to the accounting methods as a basis for a considered judgment as to the desirability of an audit of accounts.

The following survey of engineering surve an audit of accounts.

The following survey of engineering was submitted by William Storrie, consulting municipal engineer:

The following survey of engineering was submitted by William Storrie, consulting municipal engineer:

The following survey of engineering was passed in 1912, that between 1915 and 1923 forward steps have been the city than from the city than from the county.

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The following survey of engineering was passed in 1912, that between 1915 and 1923 forward steps have been county.

The following survey of engineering was submitted by William Storrie, omitted from the draft act at present county.

RECOMMENDATIONS.

As a result of the survey made and the consideration which I have given to this whole matter I make the following recommendations:

the existing city limits.

16—That as the city is not large institutions at cost and that the county ty be authorized to charge the city for any city patients or inmates in city controlled institutions at cost and that the county ty be authorized to charge the city for any city patients or inmates in city controlled in the past and that little additional action is required to start Saint John to this whole matter I make the following recommendations:

The existing city limits.

16—That as the city is not large institutions at cost and that the county ty be authorized to charge the city for any city patients or inmates in city controlled institutions is required to start Saint John along the road toward adequate city planning.

In the past and that little additional institutions at cost and that the county ty be authorized to charge the city for any city patients or inmates in city controlled institutions at cost and that the county to charge the city for any city patients or inmates in city controlled institutions at cost and that little additional action is required to start Saint John and construction staffs to be divided up in the way they are at the present time, all engineering work including under regulations laid down by the county planning.

RECOMMENDATIONS. to this whole matter I make the following recommendations:

(1) That the sound policy of acquiring the gathering grounds around the water works reservoirs should be continued and all available ground not yet owned by the city should be acquired as soon as financial considerations.

(2) That the sound policy of acquiring the gathering grounds around the water works reservoirs should be bage collection, harbors and wharfs, town planning, building inspector, city yet owned by the city should be acquired as soon as financial consideration.

(3) That the sound policy of acquiring the gathering grounds around the water works reservoirs should be bage collection, harbors and wharfs, town planning, building inspector, city an administrative "Commission of Hospitals and Welfare" to be appointed by the Common Council.

(30)—That the District Board of Hospitals and Welfare "to be appointed by the Common Council.

(80)—That the District Board of Hospitals and Welfare "to be appointed by the Common Council.

(1) That a test audit be made of the general and assessment revenues

Administrative relations with the

municipality of the City and County

drawn up, as well as an area outside to charge the county for all county the existing city limits.

tions will permit.

(2) That the utmost control be maintained over the sanitary arrangements of the houses built on the method of gathering grounds adjacent to the continued under the sanitary arrangements of the houses built on the continued under the continued under its present method of appointment, and that it be and the general expenditures for such the sanitary arrangements of the houses built on the continued under its present method of appointment, and that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it be and the general expenditures for such that it is general ty for its services rendered in each re- lay of not more than \$4,000.

by the Government. (81)-That energetic and immediate steps be taken, through cooperation (76)—That legislation be sought between the Common Council and the to annex the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in Saint John, to bring (c) Of the actual and implied in the common countries and the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the common countries and the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the common countries and the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the common countries and the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the contiguous urban territory of the parishes to the City of Saint John, to bring (c) Of the actual and implied in the contiguous urban territory of the contiguous urban te

city or town planning as at any time

This recommendation is made prim arily because: (a) The books of the corporation are keept to a large extent on a cash basis and not on a revenue basis.

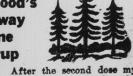
(b) Of the manner in which assess

to the qualifications of each civic official connected with the accounting,

AMENDMENTS TO ACTS.

(4) That amendments to the provincial acts and city by-laws be obtained in order to bring about the fallowing changes directly or indirectly affecting the accounting of the city: (a) That all appeals against assessments on either contentious or compas-sionate grounds be heard by a Court of Revision and not by the Board of

Her Little Boy Caught Cold While Out Playing



boy was greatly relieved and after the third dose he went to sleep and slept the whole night through without any coughing. I am never without it is the house, and whenever any of the children get the slightest cold it's the first thing I give them.' Price 35c. a bottle, large size 60c. put up only by The T. Milburn Co. Limited, Toronto, Ont.

'Phone your Want Ads. Main 2417.

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The Gift You Make Is the Most Choice

Now that "things hand made" are so much preferred, the gift which you make yourself will be prized far more than anything you can buy.



Stamped Luncheon Sets, including cloth and four Serviettes or Centre and Place D'Oyleys in oyster Three-Piece Buffet Sets-Runners, Bureau Scarfs and Vanity Sets.

Centres-18 in., 22 in., 27 in. and 36 in. on white, natural or oyster linen. Vanity Pillow Covers, in various colors. Chesterfield and Chair Backs and Arms. Pillow Slips-Hemstitched or for button-hole

Card Table Covers, Aprons, Children's Play Aprons, Rompers, Dresses, Towels, Dish Towels. Centres, Cushion Tops and Runners.

Bags in homespun or burlap. Novelties, including D'Oyley Rolls, Duster Bags, Hot Pot Lifters, Cutlery Cases and other pieces. (Needlework Dept.-Ground Floor.)

Practical Christmas Gifts For Little Folks

Hand-made Beautifully Embroidered French Dresses for 1 and 2 years. Special value \$1.50 to \$2.75. White Dresses of fine Nainsook with dainty lace trimmings, in a pretty



Cuddle Dolls.
Slumber Pillows.

Slumber Pillows.

Crib Covers with applique figures. Price \$2.75.

Pillow for the carriage or crib. \$1.75 and \$2.75.

All Wool Crib Blankets, in pink and blue. Price \$2.

Velour Blankets, in blue or pink. 95c. to \$1.85.

Infants' Jackets and Bootees, in large varieties.

Bibs—Dainty Madeira Work.

Also machine-made Bibs.

e Baby's Stocking will be found in this department.

(Children's Dept.—Second Floor.)

Gifts For Men-What a Man

Would Buy Himself NECKTIES IN GIFT BOXES.

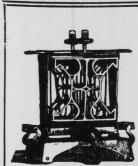
wool crepes in popular shapes. A large assortment from which to select.



Better-grade Neckties, in hand-loomed Swiss silks and silk and wool crepes. New knitted styles, all at real value prices. \$1, \$1.50, \$1.75 up to \$4 each. GIFT HANDKERCHIEFS Pure Linen Initialed. Pure Linen Hemstitched, 1/4 or 1/2 in. hem.
Prices 25c. to \$1

White Silk Hemstitched or Initial. Prices 45c. to \$1.15 Colored Silk Handkerchiefs, Hemstitched or plain

Pongee with drawn threads. English Liberty. Bandanas, medium and large sizes. 50c. to \$3.50 each (Men's Furnishings Dept.—Ground Floor.)



Electric Gift Suggestions For The Home

Electric Irons from \$2.25 up Sunbeam Iron—Guaranteed for three Electric Heaters—Grate— Price \$9.75 and \$10 Percolators—A very fine assortment.

Price \$6.50 to \$30

Table Stoves Electric Washers Electric Bulbs, all tested at time of purchase. HOOVER WEEK.

(Electrical Dept.—Third Floor.)



Georgette Bertha Sets, flesh and blonde-also cream and white Net Berthas.

Vestees in the new blonde and flesh colors, made from Georgette, Satin,

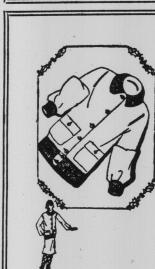
Gift Neckwear, Nicely Boxed

WEDNESDAY, DECEMBER 8

Collar and Cuffs of Crepe de Chine, Georgette, Broadcloth, Linen, Net Ties and Tie and Handkerchief S ets-Both four-in-hand and Windson

Scarfs of Printed Crepes and Georgette, hand painted and Batik. French Sequin and Beaded Scarfs.

Scarfs of Spanish Lace, in cream and black. (Neckwear Dept.-Ground Floor.)



Sweaters For the Outdoor Girl

There are many different kinds of Sweaters that will please the outdoor girl.

Windbreaker Styles in plain soft wool, in fancy mixtures. Prices \$4.90 to \$7.90 Or Suedene Windbreakers \$7.90 Suede Windbreakers, in tan only. Price \$17.90 Corduroy Windbreakers, in fawn or blue shades. Price \$7.90

Knitted Windbreakers, in plain colors with fancy trimmings, also in stripe and block effects.

Brushed Wool Coat and Windbreaker styles,

plain and block patterns.

Prices from \$3.90 to \$6.90 Blanket Sweaters, in Indian design.
Price \$8.50

(Costume Dept.-Second Floor.)

Winter Sports A visit to our Sporting Goods Department will solve the gift problem for all sport lovers on your

Gifts That Will Give Zest To

list. All equipment or requirements for winter sports will be found in our stock. Here are a few suggestions: Ski Harness Ski Poles Ski Wax Ski Mitts; bright colors. Badminton Rackets Racket Covers Dumb-bells Elastic Exercisers

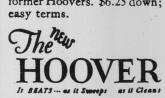
Snowshoe Harness (Rawhide). Snowshoe Harness (Wicking). Hockey Sticks Hockey Pucks Hockey Pants Hockey Jerseys Hockey Gloves Hockey Pads

Gymnasium Suits Basketball Shoes Basketball Uniforms Boxing Gloves Snowshoes Also everything for Golf, Baseball and Tennis very much appreciated gift.





gles with house-hold cleaning. The Hoover, remember, BEATS ... as it Sweeps, as it Cleans - and this New one does it 131% more efficiently than former Hoovers. \$6.25 down:



14 More Shopping Days Before Christmas

Kimonos and Dressing

Gowns Soft Cosy Negligees, in warm velours, blanket cloths and quilted silk. Velour Kimonos, in fancy and block design, some with collar, cuffs and pockets bound with satin; girdle of silk cord. Prices \$4.90, \$6.90, \$8.90,

Kenwood Blanket Kimonos, in plain colors, blue, mauve, rose and fawn. Price \$15.90.

Quilted Kimonos, in navy and copen. Price \$10.90.

(Costume Dept.—Second Floor.)



Christmas Toilet Gifts That \$1

Will Buy We have arranged on our counter in Toilet Department a choice assortment of Toilet Articles, all

Hudnut's, put up in dainty containers, all prices at \$1 each Yardley's Shaving Bowl, a superior shaving scap

GERMAIN STREET . MARKET SQUARE.

