

City Survey Urges Drastic Shake-Ups

Continued from Page 2

(d) A fire department under a fire chief.
(e) A police department under a chief of police.
(f) That the fire 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 salary standardization by-law on:
(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 service.

PERSONAL RECORD CARDS

10. That personnel record cards be established in all departments as a basis for promotion, demotion, retirement, etc.
11. That the Common Clerk be continued as an officer appointed by and directly responsible to Council, that the bulk of the routine solicitor's work be done in his office and that an outside firm be retained for consulting solicitor's work and as Corporation Counsel.
12. That a City Auditor, independent of the proposed Finance Commission, 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.
13. That as soon as possible advantage be taken of powers granted by existing legislation 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 the annual 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 justice to employees, but from the standpoint of efficient administration and expenditure of the money of the taxpayers who pay the bills.

THE FIRE DEPARTMENT

The recommendations for the fire department are in part as follows:
14. That a Deputy Chief be appointed to assist the Chief in his many duties, 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 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 of the city, 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 accommodation for a complete permanent force and the necessary equipment and apparatus. It should make possible the closing of at least one fire hall and perhaps two halls, with consequent resulting savings which will offset to some extent the 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 city of more compact area. This programme should not be commenced without the accumulation of the following basic facts collected over a period of at least one year:
(a) A record of the time it takes each piece of apparatus to arrive at the scene of the alarm from the time of the sounding of the alarm. This to be kept for both "call" and "bell" alarms.
(b) A record of various test runs to the more outlying portions of the downtown district in order to give some idea of the area which could be efficiently covered from a central hall.
(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 used in St. John.

TIME RECORDS

17. That the replacement of the water supply pipe, recommended in the engineer's section of this survey report, precede 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 an out in premiums of approximately 10 per cent, which would be somewhat 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 citizens should most earnestly request the Fire Underwriters to make another report in order to correctly classify Saint John on the new basis.

APPLICATIONS FOR JOBS

18. That all applications 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 questions as—name in full, address, date of birth, place of birth, married or single, trade or calling, previous service in army, navy, police or similar service, educational qualifications

THE SURVEY.

The voluminous British survey was not made available to the press until 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 tomorrow morning.

such as ability to read, write, etc., height, weight, previous illness, etc.
19. That such application be accompanied by two references of reputable citizens, previous employers preferred.

THE POLICE DEPARTMENT

The recommendations for the police department are in part as follows:
The organization of the police force in Saint John being sound lines, that the introduction of an appointed Commission as its policy-forming body be not considered unless and until there is undue interference in the Government of the force by the Council.

REARRANGEMENT OF FORCE.

That the possibility of the rearrangement of the force to operate from two instead of three stations be seriously considered. If it is possible to do this, a more mobile distribution of the force, cut down overhead and eventually lead to lower costs. Such a rearrangement of the force would make more necessary the installation of a system of telephonic communication between specified points on the different beats and headquarters.
Inasmuch as, even with the present rearrangement, the provision of such facilities would add greatly to the efficiency of the force, that—falling the installation of a regular police telephonic system, which would involve considerable expense—arrangements be entered into at strategic positions with keepers or others for the use of their telephones when necessary by the police both for regular reporting and other purposes. The police on the basis could be given a key of the premises for use at night. As the police are often given the use of keys by owners for purposes of inspection, there could be no serious objection to this arrangement and it might have many important advantages.
That the age limits of admission at set forth in the rules and regulations be strictly adhered to.

PROMOTION TESTS.

That before promotion is granted from grade to grade the candidate be put through a series of tests by the Chief or officers delegated to this task. Such tests should be designed to bring out the candidate's knowledge of the rules and regulations governing the force, his knowledge of other police duties and his judgment in case of emergency. The present manual provides an excellent text book.
That a pension system along well 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 place upon the members of the force all the burden of the retirement of older members of long service, the City would be required to contribute sufficient to take care of this and should also make a small yearly contribution thereafter.
That personnel cards drawn up to give the information in regard to each member now shown in the record book kept by the chief be substituted for such book and that the rules and regulations be altered to make this possible.
That a card record system of cases be introduced in which each file shall be placed in the "insoluble" file after consultation with the Inspector or Chief.
That smaller boats with a lower cost of operation be substituted for the present boats.
That dependent on adoption of above motor traffic be not accepted by the force.
That ferry operations be suspended on Sunday leaving the highways and bridges to carry the traffic.
That fares be raised, as nearly as possible, to approximate cost of service without leading to a decline in total revenues.
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 proposed nationalization of the harbor, as small expenditures be made on the ferry as possible in case surveys—financial and engineering—may show that a bridge is the most economical and suitable solution of the problem of transportation across the harbor.

SCHOOL TRUSTEES

Administrative Relations with the Saint John Board of School Trustees:
That legislation be applied for making the chief accounting and financial officer of the city also the chief accounting and financial officer of the Board (a) in order to standardize accounting practice, (b) in order that there may be at least one administrative official who, as a result of a complete view of the community's needs and financial abilities as a whole, would be in a position to advise both bodies who spend the taxpayers' money, (c) in order to reduce overhead costs of administration to a minimum. (This system is in operation in one Canadian city of 60,000 population. It in no way limits the independence of the Board.)
(74) That legislation be sought if necessary to make the auditor of the city also auditor of the board as a matter of routine, and not as a matter of appointment, and that the salary of such officer be appointed

tioned between the city and the board on the basis of their relative tax levies.

(73) That the term of trustees appointed by the Common Council be shortened in order to facilitate as close cooperation as possible between the two bodies, that if possible 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 report refers to general engineering methods in use in the city and to the accounting methods as a basis for a considerable judgment as to the desirability of an audit of accounts.

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

RECOMMENDATIONS.

As a result of the survey made and the consideration which I have given to the various points raised in the following recommendations:
(1) That the sound policy of acquiring water at present taking place on the water works reservoirs should be continued and all available ground not yet in the hands of the city should be acquired as soon as financial considerations will permit.
(2) That the utmost control be maintained over the sanitary arrangements of the houses built on the adjoining grounds adjacent to the water works reservoirs and that every effort be made to inspect from time to time any septic tanks or cesspools that exist. Steps should be taken to change the outlet from the septic tank referred to in the body of this report.
(3) That the existing 33 inch water pipe from Phinney's Hill to the River reservoir should be replaced by either a steel or cast iron pipe.

REDUCE WATER WASTE.

(4) That immediate steps should be taken to reduce the enormous waste of water at present taking place. This should be done in the following way:
(a) By carrying out a pitometer survey over the whole city's distribution system, a start being made on the main supply pipes coming into the city from the Loch Lomond and Spruce Lake systems.
(b) By making inspections of all plumbing fixtures. Where leaky fixtures are found and after a reasonable length of time for the repair of same that at the end of this period if such repair work has not been carried out the water supply should be either cut off entirely from the premises or a meter installed.
(c) By making inspections during the cold weather. If taps are found running to prevent the water pipes from freezing the owners should be given a certain length of time to stop their plumbing fixtures from freezing and if at the end of this period such steps have not been taken the water supply should be either cut off from the premises or a meter installed.
(d) That wherever a waste of water is found in any premises that the owners be warned and that if such waste is found to be continuing on a later inspection then the water supply should be either cut off from the premises or a meter installed.
(e) That if at the end of a year, assuming the above recommendations have been placed in operation, that the amount of water consumed has not been reduced to at least one-half of the present rate of consumption then an immediate policy should be established for metering the whole of the services in the city as rapidly as financial considerations will permit.

THE WATER MAINS.

(5) That the provision of the council determine to take steps to reduce the abnormal waste of water then there is no need to lay down a water main for ordinary supply purposes larger than 8 inches in diameter. What is to say as long as a main is laid down two or three blocks only and not acting as a feeder for other blocks then this main need not be larger than inches instead of the policy now in use of making the smallest main 8 inches in diameter.
6.—That all water services and sewer connections leading from the sewer and sewer pipes in the street to the building line be laid by the city authorities and the cost of same should be paid for wholly by the owner of the property and not as at present, where the property owner pays for the sewer service but the city pays for the water service.
7.—That daily hydrostatic tests be made of the water supply coming from both the Loch Lomond and Spruce Lake systems.
8.—That mechanically operated revolving screens be placed on the distribution system of the city, at the Loch Lomond and Spruce Lake systems.
9.—That a study be made of the existing water rates to ascertain if any inequalities exist and if so to rectify same.
10.—That consideration be given to adopting a policy for the laying of all new water mains in the city on sidewalks and street paving on what is known as a local improvement basis. That is to say the owners of the property paying for same either wholly or in part based on the frontage of property, the payment being spread over a period of years.

GARBAGE SYSTEM

11.—That a system of garbage collection be instituted as it can be carried out more economically by the city than by individual property owners.
12.—That the existing by-law for cleaning all snow from sidewalks and streets be approved and put in operation serious consideration should be given to whether or not many of the provisions contained in the by-law are necessary.

Blackheads Go Quick

By This Simple Method
Blackheads—big ones or little ones—on the face or on the body go quickly by a simple method that just dissolves them. To do this get about two ounces of peroxide powder from your drugstore—sprinkle a little on a hot, wet cloth—rub over the blackheads briskly for a few seconds—and wash off. You'll wonder where the blackheads have gone. Pinching and squeezing blackheads only open the pores of the skin and leave them larger and unsightly while the simple application of peroxide powder and the water dissolves them right out, leaving the skin soft and the pores in their natural condition.

CITY AND COUNTY

Administrative relations with the municipality of the City and County of Saint John:

(76) That legislation be sought to annex the contiguous urban territory of the parishes to the City of Saint John, to separate the city and county for municipal, legislative and administrative purposes.

(77) That such legislation provide for the distribution of institutions between the city and county councils, the city assuming all hospital and welfare institutions which draw their patients or inmates in greater numbers from the city than from the county.

(78) That the city be authorized to charge the county for all county patients or inmates in city controlled institutions at cost and that the county be authorized to charge the city for any city patients or inmates in institutions controlled by the county under regulations laid down by the government.

(79) That all city hospitals and welfare institutions be placed under an administrative "Commission of Hospitals and Welfare" to be appointed by the Common Council.

(80) That the District Board of Health be continued under its present method of appointment, and that it be authorized to charge the city and county for its services rendered in each relay of not more than \$4000.

RECOMMENDATIONS.

On the accounting system the report says, in part:
From the facts disclosed by our examination we would make the following recommendations:
(1) That a test audit be made of the general and assessment revenues and the general expenditures for such a period as would be covered by an outlay of not more than \$4000.

(2) That the actual and implied limitations in the by-law dealing with the jurisdiction and duties of the city comptroller in the audit of the revenues and expenditures.
(3) Of the manner in which assessment appeals have been handled.
(4) Of the actual and implied limitations in the by-law dealing with the jurisdiction and duties of the city comptroller in the audit of the revenues and expenditures.
(5) That on the basis of the findings of such test audit a decision be reached as to whether or not the actual facts brought out would justify the expenditure by the corporation of further monies in that direction.
That impartial consideration be given to the qualifications of each civil official connected with the accounting, finance and assessment administration.

AMENDMENTS TO ACTS.

(6) That amendments to the provincial acts and city by-laws be obtained in order to bring about the following changes directly or indirectly affecting the accounting of the city:
(a) That all appeals against assessments on either contentious or compassionate grounds be heard by a Court of Revision and not by the Board of Assessors or City Council.
(b) That Sub-Section 7 of Section 7 of the Saint John City Assessment Act be amended so that the City Council be authorized to make a by-law of not more than \$4000.

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The Store of Many Gifts

WEDNESDAY, DECEMBER 8

Stores open 8.30 a.m. Close 6 p.m. Saturday 10 p.m.

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. Here are a few suggestions:

- Stamped Luncheon Sets, including cloth and four Serviettes or Centre and Place D'Ors in oyster linen or cottons.
- Better-gifted 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 edge.
- Card Table Covers, Aprons, Children's Play Aprons, Rompers, Dresses, Towels, Dish Towels, Cushions, Cushion Tops and Runners.
- Bags in homespun or burlap.
- Novelties, including Quilted Rolls, Duster Bags, Hot Pot Lids, Quilted Cases and other pieces.
- Also machine-made Bibles.

(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 Gift Box—50c. each.

Christmas Novelties.
Cuddie Dolls.
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 pink. 50c. to \$1.85.
Infants' Jackets and Booties, in large varieties.
Bibs—Dainty Made Work.
Also machine-made Bibles.

Everything for the 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

Three Big Values 50c., 60c., 90c.
Stylish new designs. In all silk and silk and wool crepes in popular shapes.
A large assortment from which to select.

Better-gifted 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 \$3.50.

GIFT HANDKERCHIEFS

Pure Linen Initials. Prices 35c., 50c., 75c.
Pure Linen Hemstitched, 1/4 or 1/2 in. hem. Prices 25c. to \$1.

White Silk Hemstitched or Initials. Prices 45c. to \$1.15
Colored Silk Handkerchiefs, Hemstitched or plain hems. Bright colorings.

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

Gifts That Will Give Zest To Winter Sports

A visit to our Sporting Goods Department will solve the gift problem for all sport lovers on your list. All equipment or requirements for winter sports will be found in our stock. Here are a few suggestions:

- Ski Snowshoe Harness (Rawhide).
- Ski Poles (Wicking).
- Ski Mitts; bright colors.
- Badminton Rackets.
- Badminton Presses.
- Racket Covers.
- Indian Clubs.
- Dumb-bells.
- Elastic Exercisers.
- Striking Bags.
- Boxing Gloves.
- Snowshoes.

Also everything for Golf, Baseball and Tennis which a winter season but nevertheless makes a very much appreciated gift. (Sporting Goods Dept.—Ground Floor.)

14 More Shopping Days Before Christmas

Kimonos and Dressing Gowns

Soft Cozy Negligees, in warm velours, blanket Kimonos, in fancy and block design, some with collar, cuffs and pockets bound with satin or silk cord. Prices \$4.90, \$6.90, \$8.90, \$15.90.

Kanwood 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 at the popular price of \$1 each.

- Bath Salts in Yardley's make—Lavender, Verbena, Freesia, Eau de Cologne. \$1 bottle.
- Morley's English Bath Salts—Rose odor, \$1 bottle.
- Powder Puffs, in pink, lavender and yellow with long colored pearl handle. \$1 each.
- Yardley's Lavender Soap—3 cakes in box, \$1 box.
- Fancy Powder Puffs with shirred ribbon and dainty figure on top. \$1 each.
- Pot Pourri Sachet—Dried rose leaves, large bottle, \$1.
- Richard Hudnut's Toilet Water—Lilac, Gardenia, Rose of Omar, Violet Sea, Vanilly and Sweet Orchid, each bottle in fancy box. Price \$1 each.
- Face Powder—A large assortment in Yardley's, Houbigant's, Ashes of Roses, Tre-Jur, Renaud's and Hudnut's, put up in dainty containers, all prices at \$1 each.
- Talcum, in fancy shaped boxes and a variety of odors—Morley's, Ashes of Roses, Houbigant's, Yardley's and Du Barry. \$1 each.
- Perfume—A large assortment in Yardley's, Houbigant's, Ashes of Roses, Tre-Jur, Renaud's and Hudnut's, put up in dainty containers, all prices at \$1 each.
- Yardley's Shaving Foam, a superior shaving soap in wooden bowl. \$1 each.
- Compacts, in many dainty styles and designs, single with puff, also loose powder vanities, \$1 each.
- Also many other articles, all priced at \$1 each. (Toilettries Dept.—Ground Floor.)

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with him. After the second dose my 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 in the house, and whenever any of the children get the slightest cold it's the first thing I give them."

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