

be secured by the municipalization of such enterprises. General and local conditions vary so much that the success of a municipally conducted undertaking in one instance might easily be contradicted by the most absolute failure in another, where the conditions are different. It is possible to conceive of a municipality creating and operating its essential public services along business lines which would ensure a better service and a larger monetary return than could be obtained from a private company working the same enterprise under a terminable lease.

It must be admitted, however, that experience has shown that elective municipal councils are not usually able to secure as satisfactory results from the conduct of commercial undertakings as can be secured by well organized private companies. The reasons are many and obvious. In the first place, a commercial enterprise conducted by an elective council, which is continually changing its personnel, cannot have the same continuity of policy and the same determined and persistent striving along well-thought-out and permanent lines. In the second place, an elective council discharging the functions of a board of management of a commercial undertaking, which owes its election to the popular vote of the ratepayers including the customers and employees of the enterprise, is compelled to sacrifice what it knows to be sound business methods of management to public opinion.

With private undertakings we know that capable management is the great factor which makes for success. Without it the largest and wealthiest enterprises are bound to go to the wall. It must be admitted that an elective council, discharging the functions of management of a commercial undertaking, is com-