

on the part of officials as well as on the part of private citizens, in the recognition by others of work that deserves recognition. Such recognition it is impossible to expect when responsibility and power are both divided and shared.

#### ECONOMY WITHOUT PARSIMONY.

It is reasonable and a wise precaution that the power of purse should not be given to the executive department, which, however, necessarily must administer and largely control expenditures. The appropriations for each department are placed upon the books of the proper officer to the credit of that department, and all *current expenditures* on account of salaries and the like are made without further action by the council. Special items, like an increase of the police force, or the construction of a building, must be voted by the council, even though the sum has been placed in the estimates specifically for that purpose. In other words, the mayor, while he is armed with complete powers of administration, does not control the purse strings, either as to determining the amount of money to be under his control, nor as to the use of the money, except in current ways, after it has been appropriated. Our present dependency on the legislature to borrow money is a wise provision. An appeal to the legislature for authority to borrow involves publicity. It takes time to obtain it, and publicity and time are all that is needed to prevent the passage of measures which are generally felt to be dangerous or bad. Publicity and time, on the other hand, tell in favor of measures which carry their own argument with them, or which are capable of being sustained by argument. The experience of cities in dealing with legislatures has demonstrated, however, the importance of insisting upon the following points: First, that the legislature shall not pass mandatory laws compelling a city to spend money which it may not wish to spend. All such laws should convey simply the authority to borrow or to spend, and the responsibility of acting under that authority should be lodged in the proper city authorities, so that the people of the city may hold their own officers responsible for action under the law. Experience has further taught the importance of this point, that when special work is to be undertaken by a city, work for which its ordinary organization is not well adapted, so that it becomes necessary to create new agencies for the purpose, the selection of the man or men to whom such special work is committed should be lodged with the city authorities, subject to the same conditions of constant responsibility as are the usual administrative departments. A commission named by the legislature is a Provincial body, and is responsible to no one except the legislature of the province. Not even the Governor-in-Council can call it to account. Commissioners named by the city, on the other hand, even though they be named