

ity of the League concerning the preservation of the beauty of the Molsons and Redpath properties adjoining the public Mountain park.

1911.—"The New Municipal Idea." (Address before Canadian Club arranged for) by Mr. C. R. Woodruff, Secretary of the National Municipal League (U.S.A.) City planning discussion by Mr. Raymond Unwin (of England.) First Clean-up Day proclaimed through the League. Co-operation in movement for more playgrounds. Sociological survey started in co-operation with others. **Child Welfare Exhibition initiated by League—organization started.**

1912.—Memorial monument to R. R. Gregor started (erected in 1913).

Metropolitan Parks Commission Bill passed. First City Cleaning day proclaimed. First Child Welfare Exhibition held in Canada, (results: development, Housing Reform movement strengthened. opening of milk stations (gouttes de lait). Parks and playground agitation, Convalescent Houses, Library Moving pictures in the parks on public health.

1913.—Mr. E. Culpin (England), addresses League on City Planning. **Canadian Municipal Journal** adopted as Official Organ. Advocacy of a Central library organization. Civic Charter reform (principle of five districts with three aldermen to each adopted). A preliminary committee of Canadian Civic Experts of the Dominion, formed through the initiation of League at the National Municipal League (U.S.A.), held at Toronto. Object—a Canadian Civic Association adopted.

1914.—Preliminary steps urged by League at the International City Planning Congress held in Toronto for a National Society of Civic Improvers. (Result, establishment of the Commission of Conservation of a National Bureau of Housing and City Planning.) Dr. Nadeau of Quebec, heard on Workingmen's dwellings. Mr. C. R. Woodruff (U.S.A.), heard on Good Government for cities of the size of Montreal. Co-operation in movements for a National Extradition Act for deserting husbands and for a Domestic Relations Court. **Week Campaign.**—First Clean-up Week inaugurated, in conjunction with the Montreal Publicity Association.

1915.—First organized experiment on Vacant Lot Gardening. Second Clean-up Week campaign. Legislative Committee on Civic Charter reform started in April. Organization and formation of a Composite Committee for Municipal Reform convened by League—presents Bill to the Premier of the Provinces. **One of the promoters and founders of the Civic Improvement League of Canada.**

SYSTEMS AND PERSONNEL IN CIVIC GOVERNMENT.

—Continued from page 55.

value of our interest in the municipality, that is to say, according to the value of the shares we own in the Corporation, our real estate and business interests.

Take our great banking institutions for instance. The President is, as a matter of course, re-elected every year. He is, in many instances, a man who has risen from the ranks and doesn't need to worry about his re-election. But if he had to depend on his customers for re-election he would be in much the same position as the mayor of our cities. Those of his customers who got all they wanted from the bank would vote for him; those who didn't would run a candidate against him, vote against him and most likely defeat him.

In a great business corporation a man's position and advancement depend almost entirely on his own efforts to promote the welfare of his firm. But in municipal elective office, there is no security of office, no continuity of

administration or policy. Plans for the future cannot be made when a constant agitation for change exists.

The "right kind of men" must not only be good business men, possessing a large fund of common sense, but they must also understand the city's business. It takes about two years in the City Hall to get such a knowledge—two years of experiment—two years training and investigation—two years wasted because retiring councillors very seldom tell the people what should be done in the interest of the city.

The new man who knows little or nothing about city business and who replaces the man of two years' experience usually has a fine vote-catching theoretical platform which he says if he is elected will put everything right, and so it goes on. Nevertheless, there is the clamor for "new blood." I often wonder how our municipal business is as well conducted under such a disjointed, unstable method of administration. The present system is illogical and unscientific and wasteful of well meant effort. In order to get the results we would like we should first of all have men who, by experience, are qualified to conduct the administration of our Cities making them responsible to the people, but at the same time so securing their office that they can manage the business fearlessly and conscientiously.

We in Winnipeg have perhaps had a greater degree of continuity of service than some of the other cities in Canada, and, consequently, a greater continuity of policy. Some of the members of our Council have served many years in the Council, and their services to the city, and their intimate knowledge of city affairs are and have been of inestimable value. Then again, while the term of office of Mayor in our city is just one year, Winnipeg has had only six Mayors in sixteen years.

This brings us to the question of training. We train doctors, lawyers, preachers, etc., in our universities. Is it possible to train a municipal administrator in our universities? It may be so demonstrated, and I am not opposed to the suggestion, but I am "from Missouri," at the present time. Experience is and has been the only teacher, and it is sometimes costly to the Municipality.

Admitting that we have made a case for the permanent Civic Administrators, during good behavior and efficient service, and assuming that we have located the right men, how are we going to elect them or appoint them, and for what term, and on what conditions?

Will the people give up their long-cherished right to elect their Administrators? There is every logical business argument and precedent for appointing the right men to positions of trust and responsibility, but will we, to use a common expression, "stand for it" in community affairs?

Eliminate selfishness—self-seeking—wire-pulling, and all the other forms of local or permanent advantage where-with individuals are constantly besieging the City Hall and you will largely solve the difficulties surrounding community government.

Until the individuals in a community can be educated to a higher sense of their responsibilities to their neighbors, and until the people approach the subject in a spirit of broad-minded, co-operation with the Councils in the good government of their municipalities in the best community interest, I confess that I regard the prospect for better conditions as not being very hopeful. I say advisedly, that there is just as much room for improvement and reform in those who elect as in those who are elected to manage municipal affairs. Spasmodic fault-finding will accomplish nothing of real value. Only sustained interest and an informed knowledge of municipal problems and conditions will get results.

I believe, too, that any real remedy must come from the people themselves. Their elected representatives may make suggestions, but in my opinion, reforms in government, especially municipal government, must to a large extent emanate from the outside more than from the Council. I think the people expect too much in this respect. They usually look with suspicion and resentment on any suggestions by their Council to reduce or vary the control which they, as electors, have; but are themselves negative and indifferent to any improvements or remedies for community benefits.

Now let us all—electors and elected—not look too critically at the past, but just for a moment let us be honest and candid with each other. We have all been joy-riding. Everybody has been exceeding the speed limit. Let us then be up and doing. It is not too soon to prepare not only in our Municipal Governments—in our cities—but everywhere for the new day that will be ours at the close of the war.