

mayor will determine the character of the city government in all its parts, is to make a proposition which is easily understood and easily acted upon. When the whole character of the city government is at issue, the newest citizen can be made to appreciate its importance; and when the duty devolving upon him is simply to make choice between two names or three, he is entirely competent to discharge that duty intelligently. As a consequence, a city government which is organized upon the line of direct responsibility of all its parts to the mayor, and through him to the people, is precisely that form of government over which the people of the city can exercise the most complete control. The requisites for efficient administration and popular control, therefore, go hand in hand.

HONESTY.

A system of city government, no matter how good, does not purify human nature, and care must be taken to keep comparatively clear of the "ward politician," the "machine." Eternal vigilance is the price of good government in any city under any form of municipal administration. Halifax so far has been exceptionally fortunate in having officials of the strictest probity.

The honesty of a city government depends upon the character of the men of which it is composed. These men must be not simply honest in the negative sense that they will not be dishonest, but they must be aggressively honest in the sense that they will not wink at dishonesty in others. They must also be men of strong parts, capable of resisting immense pressure from outside. "Wheresoever the carcass is, there the eagles will be gathered together," and so long as our cities are making large disbursements, not only for current work but for permanent improvements, it is certain the city officials will be surrounded by men who seek to profit at the expense of the city. Experience and common prudence demonstrate the importance of publicity and clearly defined methods as to all official acts involving the use or appropriation of money, but back of all such safeguards must lie the sense of personal responsibility on the part of the official. Happily the same system which leads to the greatest efficiency and the greatest measure of popular control gives also the greatest security in the direction of honesty. When responsibility is personal and cannot be shared with or put off upon others, an official is compelled to watch his steps with far more care than when all action depends upon the result of so many officials that no single one is responsible. Again, when responsibility is personal, the praise for well-doing is personal, as well as the fear of punishment. Sometimes it would seem as if too little account were made of the better side of human nature in our attitude toward all public officials. The inspiration to the best work surely is found,