

may even succeed with bad machinery, and are quite certain to succeed with good machinery. Therefore, if you or I were starting to do a job in our own lines of industry, should we not first secure the very best machinery available, and then the very best operatives to handle it? Should we voluntarily neglect either essential? I think not. Then why apply to our community enterprises other than the same principles of good business which we follow in our private undertakings?

6. **Good Men Always Available:** Many of our best men can not be prevailed upon to accept public office in Canada and the States to-day, especially in the municipal field. Has it ever occurred to you to inquire into the underlying cause? If not, and you manage labor, may I suggest that upon arrival at your place of business to-morrow morning you offer some of your best operatives poor machinery with which to do piece work. No further inquiry will be necessary. Good men will not waste their valuable time with poor machinery if they can help it, especially if it looks like a hopeless task even to get the job done at all with the equipment provided. Get good governmental machinery, and good men will always be available for its working.

7. **Two Theories of Democracy:** By many thinkers, Democracy is divided into two classes—that is, the machinery for securing it is so divided. "Pure Democracy," as represented by the old New England town meeting, is one kind; "Representative Democracy," as most of us know it, is the other. Now no machinery of government has yet been constructed which will produce one hundred per cent true democracy, and most of us are lucky if we are even enjoying fifty per cent democracy.

8. **"Pure" Versus "Representative":** While, theoretically, "Pure Democracy" may seem to promise the best results, and many "parlor" reformers go into ecstasy talking about it, when the matter is considered from a distinctly practical viewpoint, I think there is little doubt that, except where very small groups are involved, "Representative Democracy" has actually come nearer securing for the people what they want. It is with this kind of democracy, and with its bearing upon municipal government, that we will now concern ourselves.

9. **Representative Democracy:** Representative Democracy should be exactly what those two words indicate: that is, government from the bottom up through a body of men who truly represent the underlying electorate. Otherwise, while we may have something which, by a stretch of the imagination, may be called a "Democracy," the use of the adjective "representative" is certainly misinforming. To paraphrase the illustrious Edmund Burke, I will say that the virtue, the spirit, and the essence of a representative body, be it called parliament, congress, commission, city council, or committees thereof, consists in such representative body be-