

Public Meeting Endorses City Managership Plan

Ald. Carter Tells How Guelph is Progressing After Two Years of the New System of Government—Citizens Favor Three Year Term For Aldermen.

Resolved that this mass-meeting of the Citizens of Belleville, having heard the able explanation of Alderman J. E. Carter, of Guelph, endorse the City Managership System of municipal government and recommend our City Council to arrange for the holding of a referendum on that question at the time of the annual elections next January.

"AND FURTHER BE IT RESOLVED that this mass meeting recommend for adoption here, the system of electing Aldermen now in force in Guelph; that is to say that the said Aldermen shall be elected for a period of three years, one-third of the entire membership of the council retiring each year, the mayor to be elected from the board of aldermen annually and the entire membership of the council to consist of nine members."

This resolution was unanimously carried at the close of a meeting in the City Hall last night, which had been arranged under the auspices of the Lions' Club and the Chamber of Commerce. The hall was well filled with representative citizens and quite a number of ladies were in the audience.

President Bob Gorman of the Lions' Club occupied the chair, with him on the platform were Ald. Carter, ex-Mayor of Guelph, ex-Mayor Col. Marsh, ex-Mayor Penner, Ex-Mayor Ketcheson, Mayor Riggs, Ald. Bone, Ald. Hanna, Ald. Ponton, Ald. Doyle, Ald. DeMarsh, Ald. Wensley, J. Elliott, Industrial Commissioner J. O. Herby and Mr. Harold Barrett.

The chairman said that the city manager form of government had been discussed somewhat and it was decided to call in an experienced man. The call fell on Guelph to supply the man who was qualified to speak on the question of City Managership. Ald. Carter, an ex-mayor, was the best qualified man to explain the system.

Mayor Riggs Favors System.

Mayor Riggs expressed the citizens' pleasure in having ex-Mayor Carter as the city's guest. "We believe in the city managership plan of government and we are trying to bring about this system in Belleville," Rotarians and the Lions are taking up the welfare of Belleville. "I do hope before long we will have the same government in Belleville as they have in Guelph."

Ald. Carter Greeted.

Ald. Carter was given a very warm reception on rising to speak. He acknowledged his debt to the local club in being permitted to speak here. His address would, he said, be in the nature of an informal talk rather than a speech. Ald. Carter congratulated Belleville on its Lions' Club, its Rotary and the Chamber of Commerce.

Unfortunately the opinion has gone abroad that Chambers of Commerce are for class legislation. He wanted to emphasize the fact that this was not true. It was a fact that the Chamber of Commerce in Belleville and every other city is working for the interests of the entire municipality.

The Lions' Club motto was service. Many people today think service refers only to themselves, they do not think enough of others and their community. If Belleville can follow out the motto of the Lions' Club it was certain that there would be no better city in Canada.

Suggest Something Better. Don't Knock.

He had fifteen years' experience in the city council. This taught him that anything brought forward was "knocked."

If a man cannot offer a better solution, he should not knock. He should not attack the alderman who represents him, unless he has something better to take its place, where citizens reach the point that they believe they have a duty to perform to their municipality. If critics have something to offer why are they not in the council?

Councils Try to Give Best Service.

"Please don't expect that your aldermen and mayor are angels. They will make mistakes, but the average alderman and mayor try to give their best."

Public Opinion Behind Council.

Don't think a man can do his best unless you are a unit behind him.

If a man shows reasonable good judgment and is out for the mass and not for the class, he is safe to trust. A progressive man is safer than the man whom you wouldn't box up and send to the cemetery.

He advised the citizens of Belleville to keep the community spirit going. He believed the city had real community spirit.

It was a treat to see young men in the Belleville city council. They are the future citizens. Young men may appear a little too progressive but these are progressive times.

Ald. Carter then entered upon a comparison of the conditions in Belleville and in Guelph.

Belleville a \$20,000,000 Corporation

Belleville has approximately a ten million dollar assessment. Why then do you require a city manager? Is there any line of human endeavor in which there are more knocks than in municipal affairs? Criticism is all right if constructive, but destructive criticism is a calamity. All you have is at stake in Belleville. The moment you knock Belleville, you are hitting at yourself. The value in Belleville is perhaps \$20,000,000.

A \$20,000,000 corporation requires pretty careful management to bring about the best results. The question is the best form. Men will criticize but won't go in and serve the city. Let each man think—"If I am not willing to go into the council and bring some of my executive and business ability to bear I should cease knocking." If we are not prepared to give service to the municipality we should not throw criticism.

What is a Municipality?

A municipality is only a huge joint stock company, the citizens are shareholders, the aldermen are the directors and would you pursue a policy of having the directors go out each year or would you pick out the progressive, brainy men? If you choose the latter then you would have the city manager plan.

Municipal Dividends in Service.

If the Steel Company of Canada could be operated on a better plan than the manager plan they would adopt it. Generally the shareholders of a company are awarded dividends in cash. In a municipality properly managed, there will be dividends in service, a 35-mill service for the 30-mill rate perhaps. Get your service first. Your tax rate will automatically fix itself. Your dividends in a municipality are measured by your service.

In Guelph it was found that the city manager had to produce results—not purely in lowering the taxes. The average ratepayer is looking for good service.

Guelph's Experience in Government.

In 1906 Guelph had the ward system, three aldermen each from six wards and a mayor. There was found to be too much wirepulling by wards. Then the general system was adopted to elect eleven aldermen and a mayor. That was an advance. It was a good step and when an alderman was elected he felt his responsibility to the entire city.

Guelph had eight utilities. A lack of co-ordination and co-operation was shown. One committee would do only its work on a street, leaving

undone many things that had to be done by other departments. Sometimes every department had a bank account and the city hall had another. He hoped Belleville had only one account. Guelph with a large surplus was borrowing money at 6 per cent while the city money was lying in other banks. One department might be short of men and other departments have little to do. Each department bought separately. Perhaps a dozen different men were buying at a dozen different prices.

The result was in 1913 he had a bylaw introduced to substitute for the council and commission, a city manager plan. It was defeated. In 1915 he had a municipal improvement committee appointed to investigate the various forms of city government. They finally brought in a report favoring the election of twelve men for three years. These twelve would appoint four aldermen. This is the English form. This was thought to be pretty fair. The city passed it. The Dominion Trades & Labor Council opposed it and advised the withdrawal of the bill. This was done.

Managership Past Two Years.

It was then decided to have a council elected of 18 aldermen, six for 3 years, 6 for 2 years, 6 for 1 year, six to be replaced annually by election for three years. This the city carried. The legislature passed a private bill. The bill became effective January 1st, 1919. So Guelph has been for two years under city manager plan.

Guelph Council Elects Mayor.

The eighteen aldermen chose a mayor from the council by a standing vote.

Ald. Carter declared that this was an improvement on the system of electing a mayor. The aldermen are better qualified to name the man than the citizens at large. This has produced good results in the past two years. Under the elective system, a man with a good handshake might be elected over a man of ten times his ability mentally and physically. The six aldermen receiving the highest vote were elected for three years, the next six for two years and the next for one year.

In the case of tie in appointment of Mayor the man with the highest assessment becomes mayor.

How Managership Works Out.

All commissions existing ceased. The city manager was made a member ex-officio of all committees with right of discussion but without a vote. He meets a committee and recommends certain work. He has the various department and officials behind him. He knows the engineer in problems, financial and legal problems. He discusses the plans before the committee. He lays the whole matter on the table. The committee will report to the council. If the council carries the proposal, the aldermen no longer have any right to interfere. The city manager must produce results on the job and he is given control once the council's assent is given. He is responsible for the management of the corporation.

What does the system produce?

The employment of trained administrators means continuity. It gives an alderman time to work at suggestions as to improvement.

The manager appoints the officials. He would not be fair to have the council make the appointments. There is a concentration of effort as all officials are responsible to the city manager. The city cannot realize its best under a dual personality. The best is brought out by a unity of management.

Manager Diplomatic, Yet Firm.

The manager must have diplomacy. He must be ready to assert himself when he feels he is right. He must be a man who will say "yes" or "no" at the right time.

Timesheets have been installed in the various departments. The plan of co-ordination of effort in clearing up streets.

"We have a purchasing department that has paid for the system many times over. Everything is bought at the lowest price possible. The purchasing agent is responsible and has to show that the prices are the best. The supplies in Belleville, if bought, would save the city manager's salary. It is known that the city has used the supplies."

Voice.—How much do you pay your manager?

A municipality should not be too economical in equipment. Guelph bought \$18,000 of trucks, a ten thousand dollar gravel pit at Mr. Hood's suggestion. He reduced the cost of paving 50 per cent over the year before. If the city is going on with improvements and you wish to save \$50 to \$100 per day, the only way is to have a manager backed up

Value For Expenditure.

Under the old form of Government at Guelph, even at pre-war prices, we got about 40 cents value on the dollar expended. That does not pay. No organization can pay under such conditions. There must be efficiency no matter what the rate is. You cannot get adequate return with the old city manager plan. The old system is 9 years old.

Ald. Carter claimed that under the present plan it was impossible to get efficiency. He predicted a change in the Municipal Act favoring an option in the form of Government. No city should delay in getting on a proper business basis.

You are all shareholders in Belleville. You are interested in its future. You can make or mar it. I would be pleased to have anybody visit Guelph and investigate. We believe we have made a marvellous saving. Inside of a couple of years we think we will have the lowest mill rate for the greatest efficiency of any city in Canada. The present rate is 28 mills but this is high as Guelph has decided to pay the patriotic givings off in three years instead of paying off in long term debentures. The ordinary rate would be 24 mills. The assessment is about 70 to 75 per cent. of the value two years ago.

Guelph's Financial Condition.

Guelph's assessment is \$17,000,000. Guelph's population is about 19,000, and including the immediate environs about 23,000 people.

The net debt is about \$2,200,000. That includes the price paid for light and gas plants, the water works, the street railway and the steam railway. Taking off the value of the utilities as he bought (but since improved), the net debenture debt would be approximately \$200,000. He thought Belleville's situation was in a fair state as far as debentures are concerned. Sewers and improvements are the best thing a city can have. Pavements are a saving on the whole, mean better sanitation. The big manufacturer does not ask for a big bonus or to sell stock. He is going to size up the city. He is figuring out whether the city is a good one to live in. A competent workman to the biggest asset a city can have. I am satisfied from the men I have met, Belleville has the nucleus of a great future.

Guelph's area is very large. If the area were half as great, the debt would not be so large.

Guelph has about 12 miles of paved streets. Nearly two miles was laid this year.

How Paving Cost was Reduced.

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by a man like Hood.

Guelph lays its own pavements. On residential streets there is asphalt surface. On extreme heavy traffic streets the city thinks that concrete is most suitable. Concrete gives the best footing for horses. It is rougher than asphalt. In summer asphalt gives the best hold.

Voice.—Where are city managers made or brought up?

"You will probably have in your own midst such a man. Don't be afraid to offer him more money before he leaves you. Let him be a diplomat and yet firm—in a show-down. Guelph's late manager was a local man."

Mr. Mikel asked if the city manager's decision could be overridden in a problem.

Mr. Carter said: "It has got to be a co-operation between the aldermen and the manager. When the manager can show a good proposition, the council will back him up."

He thought a council of nine or twelve was competent to handle the affairs of a municipality.

Ex-Mayors Introduced Resolution.

Ex-Mayor Marsh moved the above resolution at this juncture, seconded by ex-Mayor H. F. Ketcheson.

Ex-Mayor Ketcheson was pleased at the emphasis placed on the fact that the city and the citizens were one. He more and more favored city management. "Belleville is a large corporation. Under the present system, no thought except of criticism is given as to management. A man cannot be taken out of a shop and be expected to manage half a million dollar utility, besides his own business. I think the quicker we get down to business and get a good manager and heads of departments, Belleville will progress. Belleville has been wasting 40 or 50 or 60 per cent of the revenue, through the hands of the council being tied."

He hoped the city council would act upon the resolution.

Judge Willis thought the citizens should not endorse the manager system without fuller information, but said he was pleased with the remarks of Ald. Carter.

The vote was then taken and the resolution carried without opposition.

Mayor Riggs expressed his delight at the passage of the resolution. He moved a vote of thanks to Mr. Carter for his address, seconded by Ald. Bone.

Wedding Bells.

PURSER—CLEAVER.

Sherbourne Street Methodist Church, Toronto, was the scene of an interesting ceremony yesterday afternoon at half past three, when, Mons. only daughter of Rev. S. Cleaver, D.D., and Mrs. Cleaver, formerly of Toronto, but now of Belleville, became the bride of Harold M. Purser, son of Mr. and Mrs. Charles Purser, Claxton House, Great Bridge Tipton, England. The bride, who was unattended, was given away by her brother, Dr. E. E. Cleaver, and the marriage service was conducted by her father, assisted by Rev. J. H. Williams. After the signing of the register, Mr. and Mrs. Purser were greeted by hundreds of their friends who had assembled in response to a general invitation. Immediately following the marriage service the happy couple left for New York where the honeymoon will be spent. On their return to Toronto they will live at 152 Glenview avenue. The bride has been a popular and successful member of the editorial staff of The Globe for the past nine years, and the groom has an honorable record of service overseas.

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The funeral of the late Charles Andrew Liddell took place on Wednesday afternoon from his late home in the Third Concession of Thurlow in the Third Line Methodist Church, where the Rev. Mr. McMullen conducted an impressive service, preaching on the text, Psalm 116, Verse 18, "Blessed in the sight of the Lord is the death of His Saints." Deceased was superintendent of the Sunday school and many young men and boys attended in a body. They lined up outside the church and preceded the remains from the church. Universal testimony to the noble life of a good man was borne by all. The friends and relatives of the deceased attended in very large numbers. The floral tributes were very numerous. The interment was made in Belleville cemetery, the bearers being J. E. Cooley, E. W. Brown, O. D. Clapp, R. Ketcheson, W. Badgley and G. Clapp.

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