

board of paid magistrates, practically appointed for life, and pensioned on retirement.

3. The mayor is a municipal expert, appointed practically for life. Mayor Adickes, of Frankfort, the greatest municipal expert in Europe, has been in office for twenty-seven years.

The mayor and the magistrates manage the city; the council is merely a deliberative and legislative body.

There are many features of the German system that would not flourish in our soil. But it is surely possible to attain, in our own way, and under our local conditions, something of the element of permanence, without which we must continue to suffer enormous waste, confusion, incoherence of civic policy, and constantly increasing taxes.

I would suggest, therefore, that:

1. Our councillors should be elected for longer periods.
2. Matters of actual civic administration should be taken on. of their hands.

3. The heads of civic departments should be paid officials, responsible to the councils, but having complete authority in all matters of administrative detail.

4. In our largest cities these permanent officials might constitute the boards of control. As they are at present, controllers are an anomaly, and only serve to lower the calibre of the other members of the city council.

It is impossible within the limits of a single article to elaborate these points. They are here set out in bald outline. The question of the mayor needs serious consideration. Under any permanent system of civic rule, he must either come to be a municipal expert, and have a long term of office, or he must degenerate into a mere figure-head, and leave the real administration of the city's affairs to a competent permanent official.

We cannot have really wise and efficient civic government in Canada until we succeed in enlisting the active sympathy and self-sacrificing service of our best citizens. We cannot do that until our city management takes on the aspect of permanence.

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