

tees should be demanded, under bonds with sureties.

Besides the inquisitorial powers of the legislative council, a further check upon each executive councillor should be provided in the powers of the Mayor, as the chief executive officer in the municipality. It should be his duty to oversee the work of each department, and to veto any work which he should think fit, pending an appeal to the whole executive council. A further appeal should lie, in certain, or perhaps in all cases, to the legislative council. This would be natural whenever the dispute were as to the interpretation of any by-law or resolution of that council; but the appeal would not lie, with so much propriety, if the matter in dispute were entirely of an executive nature, that is, as to the manner of carrying out the indisputable orders of the legislative council.

In very grave cases, as a last resource, there should be power to dismiss an executive councillor, permanently by the legislative council, and temporarily, until that council should meet, by the Mayor. This would seem to be contrary to the good principle that none should dismiss except he who appoints; but exceptions must be made, and the authority which creates both councils can do so with what differing powers it chooses.

To provide for vacancies, from the above and other reasons, the executive functions should be legally vested in the whole executive council, and not those of each department in the head of that department. So that, in the absence of one executive councillor, his authority could be exercised by the others, either by the Mayor, as the chief executive officer, on his own official responsibility during the vacancy, or through him as the mouthpiece of the councillors. But perhaps this contingency would be better met by a special provision in the statute, that the Mayor should have the requisite full powers in case of any vacancy. In any case, however, it seems necessary that the executive council should consult together, as the separate functions of each are bound to overlap, e.g.: Financial matters and the enforcement of the by-laws affect all public works. And the whole executive council would form a board of directors for the commercial undertakings of the city.

### Commission of Public Works.

The Ontario Commissioners' report speaks to the point upon the question of the arrangement of civic departments, though it is but fair to premise that it looks upon the heads of departments more as paid officials than as members of an executive council. But experience proves that, although a city may be happy in possessing a city engineer of acknowledged merit and worth, yet it is not wise to place authority in his hands which should only be exercised by the City Council. The more competent and painstaking a man becomes in his work, the more he insists on receiving plain decisive orders, and desires to be relieved of responsibility. The report states:

It is obvious that much would be gained by placing the control of all works of construction, the making and repairing of sewers, the construction of sidewalks, the putting down of water pipes, etc., under the control of one competent person, not only because the repeated breaking up and repairing of streets that now goes on would then be prevented, and pavements would not be spoiled almost before the work of laying them had been completed. Gas companies, telegraph companies, and all others should be required to obtain permission of the head of this department before opening any street or erecting any posts, and this permission should be applied for at the opening of each season, cases of emergency, of course, excepted. The construction, repairs, and maintenance of all public buildings and other erections should also be assigned to this department.

In the city of Philadelphia the department of public works has charge of water works and gas works, of the repair and lighting of streets, of the construction and maintenance of public buildings, bridges, and other structures, of public squares, of the real estate of the city not used for the police or educational works, of surveys, engineering, sewerage, drainage and dredging, of highways, wharves and docks.

In New Westminster the waterworks are being constructed and, under the present by-law, will be managed, when completed, by a board of three commissioners, directly elected by the people. Although nothing but praise can be said of the manner in which the work is being executed, yet what the Ontario report says of other places is equally true of this:

There is something to be said in favor of that system, as if competent, respectable, earnest men were selected as commissioners, a work would be carried on to completion without those changes which often mar the design and always involve much additional cost when change of control is frequent. But experience seems to have shown that, on the whole, the disadvantages of such a system outweigh its advantages, and that is wholly unnecessary

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