

Business- Managing a City.

(By Isaac F. Marcossou, in Colliers Weekly.)

Less than twelve months ago the spirit of the nation leaped in sympathy to flood-swept Dayton in her hour of travail; to-day the eyes of the country are turned on that once broken area to watch a kindling spectacle of civic birth and reconstruction. Out of ruin has come a new city. Such is the resource and efficiency of the American city.

The new year has brought the American people no more significant gift perhaps than the example of the new form of business government just instituted in the Valley of the Miami. Under the most radical of commissions, providing for a city-manager administration, she leaps to the front in the march of the municipality toward freedom and efficiency.

Another Distinct Step Forward.
To understand the peculiar importance which attaches to Dayton's position it is first necessary to briefly review the institution of municipal government. Most people are familiar with the straight plan, born in Galveston, developed by Des Moines, and now employed by nearly a hundred places. Its main features are the election of a nonpartisan commission by the short ballot, the initiative, the referendum, and the recall. In short, an agency for real popular rule without the aid of political machinery.

Under this form each commissioner is elected for a term of five years—becomes one of the operating branches of the city government.
Dayton has taken a distinct progressive step forward in the development of the whole commission idea and because of this really original innovation, combined with the dramatic fight made for it, the procedure becomes invested with value for every citizen, no matter where he happens to live.

Dayton was not better or no worse than the average city with the old elective mayor and council system. The hand of the "machine" lay on the public service; city inadequacy and greed knew no line. The treasury was always in deficit. Ten years the public debt had increased from \$26.37 per capita to \$100. To obtain funds for street-cleaning during a single year meant the issue of bonds running for thirty years, bonds to pay for moderate construction long outlived the days. And so on down the familiar line of extravagance and mismanagement.

It began a movement that, in completeness of its organizations, was a big drama that punctuated its progress, and in the moral education it carries for every other city struggling to be free, it is almost without precedent. The approach to Dayton charter was along the line of remarkable preparedness, and well worth explaining. It is the prelude to a business era.

In the fall of 1912 the Chamber of Commerce, appalled by the inefficiency of city government, appointed a committee, headed by Leopold E. A. Deeds, Frederick H. Rike, and C. Hartley—five representative business men with widely differing views and experience—to investigate and recommend some new plan. They ranged over the whole commission field, noting its advantages; pointing its defects. They knew no about politics, but they were men of commerce. They saw the sick business panting for help. So they set about finding a committee understood from contact that all there was to

the conduct of a corporation was to select the right kind of trained men and then to direct them. They reasoned that what was true of a big business was equally true of a community, whether large or small, and what was good for one was good for the other. If the city was to be run efficiently, then it was necessary to get an expert administrator and watch him from a nonpartisan side line.

On a big sheet of paper these men of large business affairs sketched out a commission-manager plan that carried the Sumter scheme far beyond that first real vision of expert municipal conduct. It adapted the process to all the needs of a large municipality. When they showed it to a city expert he said: "It's ideal, but you cannot carry it out."

"Very well," was the reply. "We will fall with this ideal, but before we fall the people of this town will know what progressive government ought to be."
At that time scarcely a dozen persons in Dayton had ever heard of commission-manager rule. So the committee said: "If we are to break the old bondage, then we must first educate the people. Education lies at the root of all permanent progress."
A picturesque crusade, without red-fire trimmings, but very earnest and intimate, was launched. The committee worked with small units. Little groups of men were asked in to lunch or conference and shown the chart of progress and then sent on their missionary way. By word of mouth—always the most effective publicity—the gospel of the proposed order was spread. Dayton is a group of smaller communities, each with some sort of civic club. They were enlisted and formed an endless chain of advocacy. Thus was the seed sown.

The New Civic Creed.

The idea of the small unit for education was kept up almost to the end. At all the meetings, then and thereafter, cards on which the voters pledged themselves to the project, were circulated for signature. Typical sections of this new civic creed were: "I want the commission to pick out for Dayton the best man that can be found anywhere for manager."
"I want this manager to be subject to recall and able to get one hundred cents' worth of service for every dollar expended."

What the Flood Did.

Then destiny took a hand in the charter campaign. In March the angry waters swept down the Miami Valley inundating Dayton. When the muddy waters subsided, and even amid the stark desolation that such devastation leaves in its wake, the people turned resolutely to the twin task that confronted them. For now they would rebuild civilly as well as physically. They knew what it demanded, too. The brotherhood of the bread line, kindled amid common need and danger, found expression in a combined stand against the largest city peril.

With the mud and debris still clinging to their houses, the Daytonians circulated a petition for an election to determine the charter question. So admirably had the campaign done its work that over 3,000 signatures (more than enough) were secured overnight.
The charter election ordered had to be carried. But this could only be done with organized effort. At this point the spectacle of the reviving Dayton assumes heroic proportions. It was a situation that would have staggered everything but a dauntless optimism. Ninety thousand people had been compelled to leave their homes; the street car service was paralyzed; elevators in tall buildings

Clark's
A nourishing, tasty, economical meal.
A time and money saver.
A strength producer.

Pork & Beans
W. Clark, M.F.F. Montreal

were not running; the entire telephone system was out of order. The only way to reach men was by personal visit.

In May the people overwhelmingly declared for the city-manager form of government, and named fifteen drafters, headed by Mr. Patterson, all pledged to the manager system. Nothing had been left to whim or chance. The charter, prepared within thirty days because its essentials were understood before the election, thus preventing endless discussion and confusion afterward, as happened in Detroit and Columbus, was ratified by the same vote; so, too, with the choice of the five commissioners, George Shroyer, John R. Flotron, J. M. Switzer, A. L. Mendenhall and John McGee, who now sit in executive judgment on the destinies of Dayton. The solidity of this continued vote shows that public opinion molded by education, does not readily change.

Choosing a City Manager.

The very personnel of the commission—up-standing men who stood shoulder to shoulder amid flood and famine—typifies the spirit of this new working democracy. Four are self-made merchants and a fifth a printer, who still works at the case.
The way they went about their first and most important task—the selection of a city manager—shows their appreciation of high responsibility. Their initial choice was Colonel George W. Goethals, the master builder. They felt that he incarnated the ideal of what a city builder should be. When the news of the invitation to him became known the country suddenly awoke to the seriousness and the significance of this bloodless municipal revolution.

After many such meetings and a month's careful combing of the field the commission selected Henry M. Waite, of Cincinnati, to take up the duties which will doubtless set a new mark in the conduct of the American city.

Mr. Waite is a trained engineer who has constructed and operated railroads, developed coal fields, and had a big part in the actual operation of a metropolitan community. His most recent activity fits him peculiarly for the Dayton work, for he has been one of Mayor Hunt's chief aids in the physical rehabilitation of Cincinnati under the reform era which ended all too soon. He has built streets and sewers, handled large groups of men and built up an organization that is a model. He knows building and he knows business. Big of bone, deep of chest, and keen of eye, he looks as if the terrific task of blazing a whole fresh city path would be bread and meat to him.

The stocky, spectacled man, who now sits as city manager, in the gray and weather-beaten City Hall down Main Street in Dayton is in reality the general superintendent of a humming and far-flung corporation of 125,000 stockholders. It is up to him to produce the dividends of service.

How are these dividends to be earned? By the most business-like system of City Government yet devised for an important community in this country. The keynote is centralization of administrative authority. One man—the city manager—is head and front of city operation, and what is more, he is responsible for it. He can appoint, discharge, and fix the salaries of all his immediate subordinates, including the heads of the five principal departments of law, finance, public safety and public welfare. He can choose them wherever he pleases. Their one qualification must be training.

Why concentrate so much power in one man, you ask? Simply because business experience proves that centralization of authority in one man and the subsequent decentralization in his chief aids is the best formula for efficiency. The city manager can never usurp his power because, like the commission, he is subject to recall.

The commission, therefore, sits as a legislative body. It decides what the community job is, and the city manager sees that it is done. For example, if a new street is to be built, the commission, certain that the improvement is needed, calls in the city manager and tells him what is to be

done. He in turn summons the chief of the Department of Public Service and gives the necessary instructions. If the work lags the commission can jerk up the city manager. Thus responsibility is definitely fixed.

This is a big advance on the cumbersome old Federal councilmanic plan with its waste and delay on public work. Dayton has knocked the bottom out of the municipal "pork barrel."

FOOL AND GRAFT PROOF METHODS.

The charter framers went on the theory that corrupt government is due more to the badness of methods than to the badness of men. Hence they devised complete methods of management, so specific that officials cannot go wrong even if they try. In brief, the methods are fool and graft proof. The city's financial record, old stamping ground of manipulation, is as simple as an elementary lesson in arithmetic.

The whole purpose of the financial system is to do two things—spend money scientifically and account for it scientifically. It is the adaptation of private science to public affairs. You will be able to step into the City Hall any time and find out just what the state of municipal finance is. There is a continuous audit of accounts. Dayton is now to have that rarest of municipal documents—an accessible balance sheet, which, in the opinion of many experts, is more important to a community than a charter.

The budget is carefully guarded. Public hearings are held on the estimate before it can be enacted into law. The appropriation shall never exceed the estimated income.

Every check that system and ingenuity can devise is put on expenditure. No pay roll is complete without a certified time sheet; city purchasing is centralized and made by competitive bids; service and compensation are standardized thus insuring equal pay for equal work in all branches of city government.

One Dose Relieves A Cold--No Quinine

"Eape's Cold Compound" makes you feel fine at once—Don't stay stuffed-up! Take it now. Relief come instantly.

A dose taken every two hours until three doses are taken will end grippe misery and break up a severe cold either in the head, chest, body or limbs.

It promptly opens clogged-up nostrils and air passages in the head, stops nasty discharge or nose running, relieves sick headache, dullness, feverishness, sore throat, sneezing, soreness and stiffness.

Don't stay stuffed-up! Quit blowing and snuffing! Ease your throbbing head! Nothing else in the world gives such prompt relief as "Eape's Cold Compound," which costs only 25 cents at any drug store. It acts without assistance, tastes nice, causes no inconvenience. Be sure you get the genuine.

Hunter Falls Prey to Pack of Wolves.

Port Arthur, Ont., January, 9.—Word has just reached here of a fierce battle with a pack of wolves in which Peter Nigosh, an Indian trapper, was killed in the Lake of the Woods country on Sunday. The encounter occurred near the Canadian boundary, a few miles from War Rd. on the Canadian Northern railway. Nigosh was returning from his traps a few miles up the lake, when he was suddenly attacked by the wolves. He had not time to scale the nearest tree, and had only a long hunting knife to protect himself. The pack closed in on him and one after another he slew them with his weapon until nine were dead at his feet. Then, exhausted from his efforts, he fell an easy prey to the survivors of the pack.

Nurse's Years of Experience

Proves Dr. Chase's Kidney-Liver Pills Best Treatment for Kidney and Stomach Troubles.
The trained nurse has even greater opportunities than the doctor himself to watch the action of medicine in specific cases.
For years the writer of this letter has been recommending the use of Dr. Chase's Kidney-Liver Pills among her patients, and is firmly convinced that no treatment is so prompt and effective.

This is the most valuable evidence obtainable, and we believe that all who know Mrs. Duffy will appreciate it to the full, knowing that she would not recommend anything in which she had not the fullest confidence.
Mrs. Duffy, nurse, 35 Lewis street, Toronto, writes: "I have used Dr. Chase's Kidney-Liver Pills for years, and recommend them to my patients for all disorders of the kidneys, liver and stomach. In all my professional experience I have found nothing better." Dr. Chase's Kidney-Liver Pills, one pill a dose, 25 cent's a box, all dealers or Edmansh, Bates & Co., Limited, Toronto.

MINARD'S LINDMENT CURES DIPHTHERIA.

The Popular London Dry Gin is
VICKERS' GIN
BY SPECIAL WARRANT OF APPOINTMENT TO H.H.M. THE KING
D. O. ROBLIN, Toronto Canadian Agent
J. JACKSON, St. John's, Resident Agent.

The Crescent Picture Palace, 5th Week.

Big Programme for Wednesday and Thursday.

THE STOLEN IDOL—See Margarita as Shedah in Otis Turner's great production.
HONOR AND THE SWORD—A Melo-Drama of merit.
THE JEALOUSLY OF JANE—A very laughable comedy.
BELMONT STUNG—Another roaring act.
MR. DAVID PARKS, Baritone, sings "Then you'll remember me," beautifully illst.
SESSIONS—Afternoon, 2.30; 5 cents. Evening, 7.15; 10 cents.

The Crescent is well lighted, heated, ventilated and absolutely fireproof.

A. & S. RODGER.

Shirts! Shirts! Shirts!

Shirts giving **warmth** and **comfort**, looking **dressy** and **neat**, containing the highest qualities for **wear**, selling this present week at the extremely

Low Price of \$1.00.

AT

RODGER'S.

MILLEY'S WHITE SALE

IS NOW ON WITH

Ladies' White Underskirts.

For 70c.	Former Price	90c.
For 90c.	Former Price	\$1.30.
For \$1.10	Former Price	\$1.50

Misses White Underskirts.

For 35c.	Worth	60c.
For 60c.	Worth	90c.

Ladies' Blouses.

in White Lawn and Fancy Percales worth up to \$1.20 for 70c. each.

See to-morrow's Paper for White Shirtings, Sheeting and Embroideries.

SEE WINDOW.

S. MILLEY

Fresh Poultry Just in, Jan. 7th, 1914.

50 selected TURKEYS.
10 cases Plymouth Rock CHICKEN.

PURITY BUTTER, 2 lb. prints.	25 bris. SELECTED SALT HERRING.
EDENS' PURE SOLUBLE COCOA, 1/4 tins, only 15c. tin.	50 bris. No. 1 BALDWIN APPLES. 30 cases VALENCIA ORANGES.
BULLDOG BRAND TEA, 3c. lb.; 5 lbs. at 30c. lb. Make it for breakfast it will make you fit for the day's work.	300 small bags MIXED OATS, \$1.55 a bag.
brs. HOLYROOD CABBAGE. FRESH RABBITS.	FISH— Frost Fish. Smelts. Pinnac Haddie. Kippers. Fresh Oysters.

T. J. EDENS,

Duckworth St and Military Road.