

ment and Interest and Sinking Funds. We have got somewhere in the neighbourhood of \$30,000.00 belonging to the City (about equal to the amount of the School Board levy) for all the Civic salaries, upkeep of pounds and that sort of thing — all our street work except Local Improvement, and including repairs cast upon us by the Local Improvement, lighting, and all the general incidentals of the City have to be met. These also are, for all practical purposes, fixed charges, for you cannot let the services drop. As a matter of fact, I think in the City of Victoria that possibly \$50,000.00 will represent every dollar the Municipal Council could either do good with or waste, or be extravagant with, or have any pleasure with whatever. The rest is absolutely forced upon them, and they are not masters of the situation. So as a legislative body they have practically no functions, and as an executive body they have only about \$50,000.00 with which they can think up schemes for the betterment of the City.

I have no doubt with the exception of the alteration of the figures, this applies to every Municipality in the Province.

Now, the authority of the Municipal Council is authority as an executive to carry out things, and see they are done. What I have to say (I don't want to have it said that I am hitting at the City of Victoria, because I am not), what I have to say is culled from the experience of about twenty years in the course of my practice as solicitor for various municipalities both in Ontario and here. I have yet to find the man who can throw up his own personal occupation, and give to the business of the City or the Board to which he is elected Alderman, the whole of his time, and I have yet to find the man who does not give the whole of his time, be he never so clever, and his brain power never so high, who can know everything that is going on, and in the absence of knowing everything that is going on, he is bound to make a considerable number of mistakes.

No man elected as an Alderman could be expected to give an exclusive attention to the matters that go on, as could a man who devoted his whole time to that service. Now, if he cannot give that, much then will depend upon the efficiency of the permanent staff. As a matter of fact, the larger the City, the more dependence the Board of Aldermen, elected, and as I say giving a portion of their time only—and the better business man he is the less time he has to devote usually —, the more they rely upon their permanent officials, and you get down, in a large City, to a government really that is a government by paid City officials, who have no authority, no responsibility, to the electorate, and who can be as extravagant as they like, and yet the Municipal Council is to take the blame of their inefficiency, and the more inefficient they are the worse off the Council is, and the more efficient they are, of course the better the Council is thought to be. But the Councils really do not have an opportunity of getting at the bottom of things; perhaps one man will not get any further than his own speciality, and then probably the Council will take his word for it. Or perhaps only one of the body really understands the transaction and the rest follow his lead.

There is a lack of efficiency of government by Municipal Councils in Cities just for the reasons I have given, and because of their once-a-week meetings — because to some extent of the character of the Aldermen, that are elected from time to time. The perniciousness of the Ward System lands into the Council men the whole people possibly would never have elected. The

man may be elected because he is a first class member of a first class lodge in that particular Ward; he is not elected, it seems to me, under the present system, for his fitness for the particular office.

And too often the City Staff serve the Mayor and Council when they should sit up and serve the City, even though it cost them their job.

The alternatives to that system — there are two — is first the Board of Control System, which consists of a large number of Councillors or Aldermen, and a small executive body. This idea professes to model itself after the model of the Provincial Legislature. Well now, it does not constitute that. The Provincial Legislators have no authority over them whatever, and what they do is law and that is the end of the matter (with obvious exceptions that you know of, but very small exception in the bulk). That is they really are representatives of the people with absolute authority, whereas a Board of Control still carries the Council idea, with a large measure of authority still reserved to the Electors of the City, the Lieutenant-Governor and Provincial Legislature. The Board of Control is supposed to be an executive body, and to carry on what is passed on by the larger body. The weakness of this is that the Aldermen elected as they are, and having nothing or little they can legitimately do — little real legislative work — invariably interfere with the executive end of the business, and claim the right as Alderman, and representing their ward, to direct the conduct of how these matters shall be carried out. So that they eternally and everlastingly interfere with the executive body, and create a system of confusion between the Board of Control and Council all the time. Another thing which militates against the City Council is the constant nagging of the Press — that gives the sensational things only, and does not give to the people the whole of the matter. They will report that one Alderman tells another Alderman he is not saying exactly what he should, and so on, but they deem the hard-working routine to be too dull for their readers.

Then there is the Commission System. The Commission system elects three or five men directly from people, directly into offices in which they are to serve. If he is a street man he is elected for the streets; if he is a finance man, he is elected for finance. They hold each man directly responsible. If there is anything the matter with him he is recalled. Thus you have a small executive of capable men who individually are each responsible for one thing, and collectively responsible for all. You have done away with the responsibility of a whole crowd out of which you cannot single anyone who is responsible, and nobody is responsible under the Council system, but in this system you can put your hand on one man, and say "You are not doing what you ought to do". And then the heads of the permanent staff know they have one man only to serve, and they are simply in the position of a head clerk. It makes for the efficiency of the permanent staff in that one man being responsible holds the power of dismissal or suspension over his head. It makes for the efficiency of the man himself, for he is responsible directly to the City, because the whole of his time is given to City affairs, and he knows how everything is going on in his own department, and knows how it dovetails in with the other departments, and he is in a position to recommend back to the people the legislation which it is necessary for him to have.

The same financial clauses would still stand, that is that they are to carry out things already authorized by