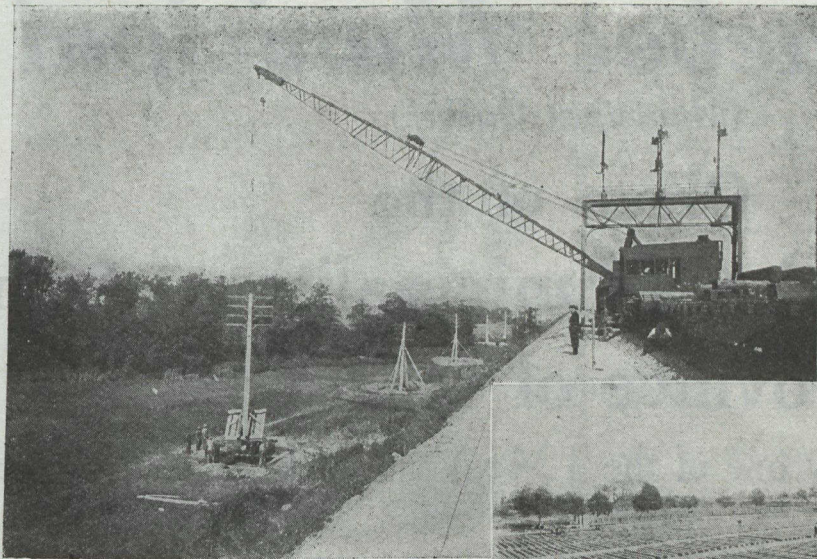


**PAGES**

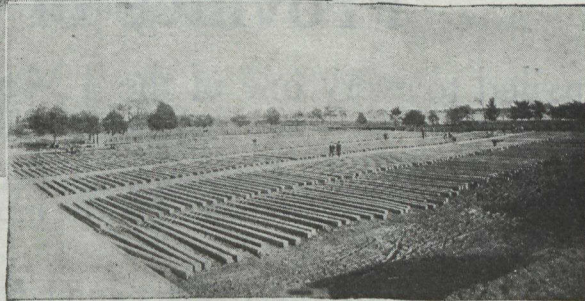
**MISSING**





Concrete Telegraph Poles being erected  
alongside a Railway Track.

Pole yard of The  
Toronto Hydro Electric  
Commission.



# CONCRETE POLES

## for Utility and Beauty

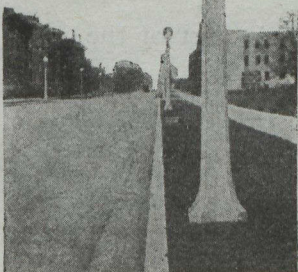
**B**OTH Municipalities and Industrial Concerns find Concrete desirable for poles. The Concrete pole is coming into more general use for the carrying of both Telegraph and Electric Light wires.

The great advantage of Concrete for such use, is its permanence—and in many localities its relatively low cost is another factor in its selection.

For light standards, for boulevards, Concrete for these same reasons is frequently selected.

But for this and other similar requirements where aesthetic considerations are second only to the practical, still another reason for using Concrete is found in its adaptability. It may be moulded to any design that best suits the neighborhood in which it is to be placed.

A Concrete  
Lighting  
Standard that  
suits its  
surroundings.



## CANADA CEMENT COMPANY LIMITED

Herald Building - MONTREAL

SALES OFFICES: Montreal Toronto Winnipeg Calgary



# *Le Quebec Municipal*

(Municipal Quebec)

## Organ of the Union of the Municipalities of the Province of Quebec

is mailed to every one of the 1241 Municipalities in Quebec

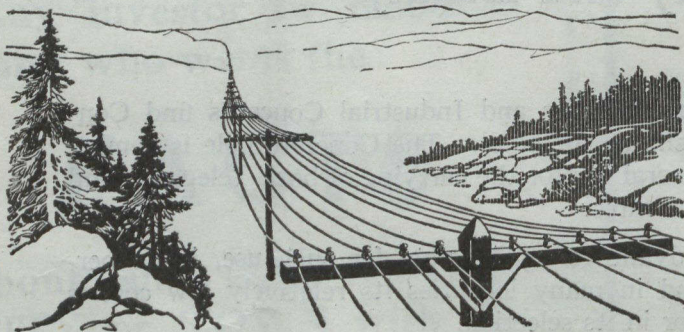
This is a splendid opportunity for manufacturers of municipal requirements to get into direct touch with the municipal authorities of the Province of Quebec.

*For further particulars and advertising rates apply to:*

*Advertising Manager*

**Canadian Municipal Journal**

**Coristine Building  
MONTREAL**



## A Far-Reaching Service

Besides serving cities, towns and villages throughout Quebec and Ontario, our lines reach thousands of farmers.

More than 707 independent telephone systems have made satisfactory arrangements for interchange of business with us, and these serve upwards of 98,851 subscribers, mostly farmers.

Hence, Bell service—local, long distance, urban, and rural—is part of the business and social life of the whole community.

*"Every Bell Telephone is a Long Distance Station."*

**The Bell Telephone Co. of Canada**





# CITY OF SASKATOON

## SALE OF

### 750 K.W.

## Generator Set

The City of Saskatoon invites offers for the purchase of the following Electrical Machinery :

One 26 in. x 48 in. x 30 in. Roll Armstrong Vertical Cross Compound Engine direct connected to 750 K.W. General Electric 2 phase 2300 volt 60 cycle Generator, complete with surface condenser, air pump, etc.

This unit is being offered for sale in order to provide room for a larger set; is in first class running condition, and can be shown in operation at the City Power Plant.

*Tenders to be delivered to the undersigned on or before 12 noon on Thursday, the 26th February, 1920.*

**C. J. YORATH,**  
*City Commissioner.*

## Alphabetical List to Advertisers

American Bank Note Company.....	62
Ames, E. E. and Company.....	40
Bank of Montreal.....	63
Burnett & McGuggan.....	36
Burgess, C. H. and Company.....	61
Babcock & Wilcox.....	Cover 3
Barret Company, Limited, The.....	38
Bell Telephone Company.....	36
Canadian Bridge Company, Limited.....	Cover 2
City and District Savings Bank.....	63
Crossley, T. Linsey.....	36
Canadian Fairbanks-Morse.....	Cover 3
Canada Cement Company, Limited.....	33
Davidson Manufacturing Co., Ltd.....	Cover 2
Dominion Securities Corporation.....	59
Dominion of Canada Guarantee Company.....	60
Dominion Bridge Company.....	Cover 3
Dominion Government.....	39
Ewing, Lovelace & Tremblay.....	36
Fairbanks-Morse, Canadian.....	Cover
Gold Stamping Co. of Montreal.....	36
Hanson Bros.....	60
Hersey, Milton, Limited.....	40
Imperial Tobacco, Limited.....	64
Lighthail & Harwood.....	36
Lea, R. S. & W. S.....	36
Lesperance, A. P.....	63
London Concrete Machinery Co.....	63 and Cover 3
MacKinnon Steel Company.....	64
Merchants Bank.....	
Mawson & Sons, Thos. H.....	36
McLaren Belting Company.....	Cover 3
McCullough, A. L.....	36
Morrison & Company.....	36
Northern Electric Company.....	37 and Back Cover
Pedlar People.....	Cover 2
Paterson Manufacturing Company, Limited.....	38
Phillips Electrical Works, Eug. F.....	Cover 1
Quebec Savings and Trust Co.....	61
Royal Bank of Canada.....	62
Ross & Angers.....	36
Ross, H. J.....	36
Roberts-Wynne, R. O.....	36
Reakes, Geo. C. E.....	36
Standard Underground Cable Co. of Canada.....	40
Saskatoon.....	35
Tarvia.....	38
Todd, Frederick G.....	36
Wood, Gundy & Company.....	59
Warmington, J. M. & Co.....	Cover 2
Waterous Company.....	
Wolfe, A. Harry.....	36



For RECEPTIONS, CONVENTIONS and CIVIC  
FUNCTIONS you need:

**SOUVENIR and IDENTIFICATIONS  
BADGES and BUTTONS.**

Prompt attention can be given, where particulars as  
to quantity and quality are outlined.

GOLD STAMPING CO. MONTREAL,  
Factory: 52 Craig St. West, Montreal

**TODD & COCHIUS  
LANDSCAPE ARCHITECTS.**

**MUNICIPAL PARK SYSTEMS AND TOWN  
PLANNING.**

801 New Birks Building, Montreal.  
Telephone Up. 260.  
Write for illustrated booklet on Landscape Architec-  
ture by Frederick G. Todd.

**T. LINSEY CROSSLEY**

A.M. Can. Soc. C.E.

Consulting Chemist      Chemical Engineer,  
Asphalt Paving and Inspection  
Municipal Chemistry

318 LaGauchetiere Street, West      43 Scott Street,  
MONTREAL      TORONTO

**GEORGE REAKES, C.E.**

A.M. Can. Soc. C.E.

**CONSULTING ENGINEER**

Expert on Concrete, Asphalt, Tarvia and Macadam Roads  
Inspections and Reports Made

St. Lambert, P.Q.

**J. T. DONALD & CO.**

Chemical Engineers, Consulting Chemists

**REPORTS, ANALYSTS, ASSAYS, TESTS, INSPECTION**

318 LaGauchetiere Street West,  
Corner Beaver Hall.

43 Scott St.,      TORONTO      MONTREAL

**"MICHIGAN"**

Wood Stave PIPE for Water Works etc.

**T. A. MORRISON & CO.,**  
204 St. James St., Montreal

W. D. Lighthall, K.C., M.A., F.R.S.L., &c.      C. A. Harwood, B.C.L.  
Cable Address - "LIGHTHALL"

**LIGHTHALL AND HARWOOD**

**BARRISTERS, SOLICITORS, ADVOCATES, &c.**

Chambers - QUEBEC BANK BUILDING

Place d'Armes      MONTREAL

HOWARD ROSS, K.C.

EUGENE R. ANGERS

**ROSS & ANGERS**

**BARRISTERS and SOLICITORS**

Coristine Building, 20 St. Nicholas St., Montreal

JAMES EWING,      E. S. M. LOVELACE, B.A. Sc.,  
M.E.I.C.      M.E.I.C.

ALTHEOD TREMBLAY, A.M.E.I.C.  
Mem. Board of Directors Q.L.S.

**EWING, LOVELACE & TREMBLAY**

**Civil Engineers and Land Surveyors**

Surveys, Plans, Maps, Estimates and Reports, Railway  
Location, Bd. of Ry. Commission Plans, Power and In-  
dustrial Sites, Municipal Work, Town Planning, Sub-  
division.

**BIRKS BUILDING, 14 Phillips Square, MONTREAL**  
Tel. Upt. 1100.

**Wolfe's Uniform Caps**

**KEEP THEIR SHAPE**

**A. HARRY WOLFE - MONTREAL**

**R. O. WYNNE-ROBERTS**

**Consulting Engineer**

40 Jarvis Street, TORONTO

Water Supply, Sewerage, Sewage Disposal, Civic and  
General Engineering, Arbitrations, Investigations, Valua-  
tions, Reports, etc.

**R. S. & W. S. LEA**

**CONSULTING ENGINEERS**

Water Supply, Sewerage and Drainage; Water Purifi-  
cation; Disposal of Sewage and Refuse; Hydro-Electric  
Developments and Power Plants of all kinds.

Reports - Designs - Supervision of Construction.  
New Birks Building, Montreal, Que. Telephone,  
Uptown 783.

**BURNETT & MCGUGAN**

**CIVIL ENGINEERS**

**DOMINION AND B. C. LAND SURVEYORS**  
**PLANS, SURVEYS, REPORTS.**

NEW WESTMINSTER,

P.O. Box 107      British Columbia

**A. L. McCULLOCH, M. C. Soc. C.E.**

**CONSULTING ENGINEER**

Hydro-Electric Power Installation  
Water-Works, Sewerage and Sewage Disposal  
Examinations Plans, Estimates & Reports

NELSON, B.C.

**H. J. ROSS L. I. A.**

**ACCOUNTANT - AUDITOR - TRUSTEE**

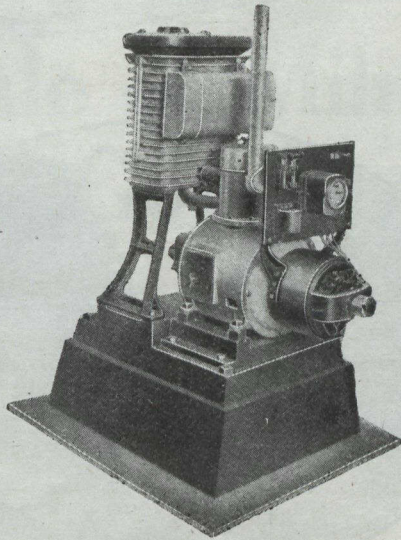
**Trust Funds Administered**

180 St. James St.      Montreal

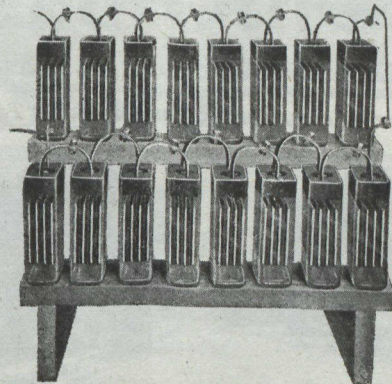
**THE CANADIAN MUNICIPAL JOURNAL**  
**COVERS EVERY CITY AND TOWN**  
**IN CANADA.**



# Northern Electric POWER and LIGHT



UTILITY PLANT



TITAN STORAGE BATTERY

## Electricity for every Small Town

One of the first forward steps in progressive Municipal management is the installation of an efficient lighting system. Bright stores and dwellings and well lighted streets will bring a new era of business prosperity and home comfort to your town.

Electricity will make it the bright spot of your district—the centre of social interest and business activity. The Home—the Church—the School—the Store—the Street—the backbone of the community, will be brighter and more attractive than ever, while Electricity will also bring you the Picture Show and many other pleasures and comforts of the city.

The Northern Electric Company, makers of the Nation's Telephones, furnishes electric plants for Light and Power, in any size. From experience, they understand small town conditions and can help you make YOURS bright, progressive and prosperous and a source of justified civic pride.

THE UTILITY PLANT illustrated above is only one of the many types furnished. It is  $\frac{3}{4}$  KW.-32 Volt and will light 35 twenty watt lamps continuously—direct from the generator. With its Titan Storage Battery, 70 lamps can be lighted for five hours.

The "Valve in head" Engine has a Bosch Magneto—Electric Governor—S.K.F. Ball Bearings and is self cranking and self stopping. It is simple—efficient—has no belts and runs on kerosene.

For general town lighting—standard 110 volt Plants are furnished with or without storage batteries in sizes of four, eight and twelve K.W. or more. These sizes have a maximum lighting capacity of 200—400 and 600 lamps respectively.

Particulars of still larger sizes on request.

Write our nearest House for full information.

## Northern Electric Company

LIMITED

MONTREAL  
OTTAWA

QUEBEC  
LONDON

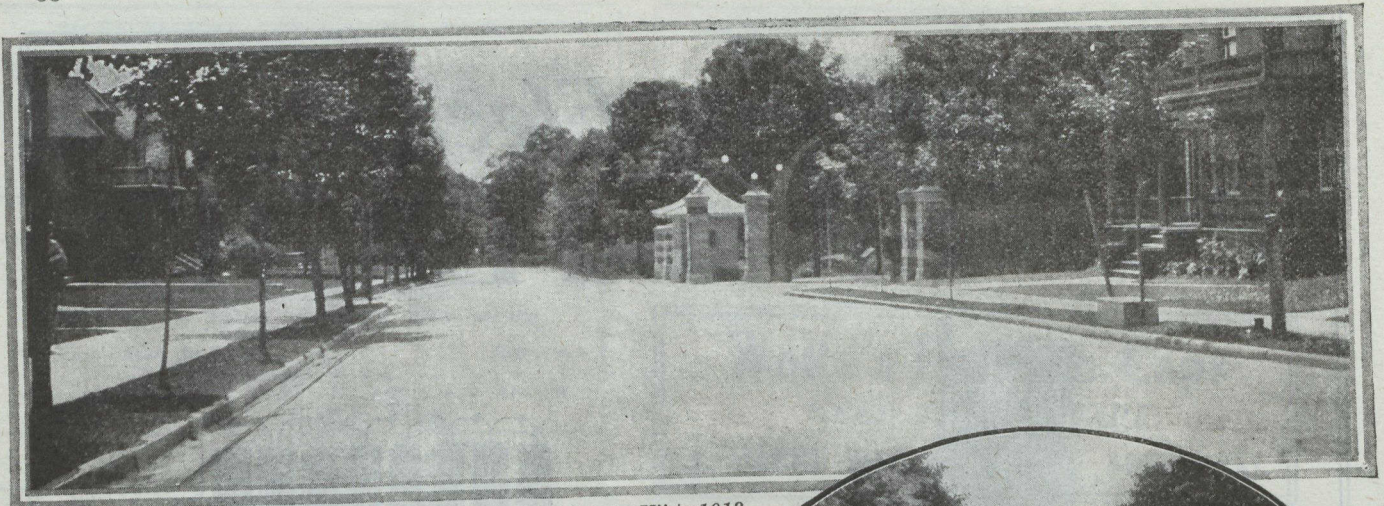
TORONTO  
REGINA

WINNIPEG  
EDMONTON

CALGARY  
VANCOUVER

HALIFAX

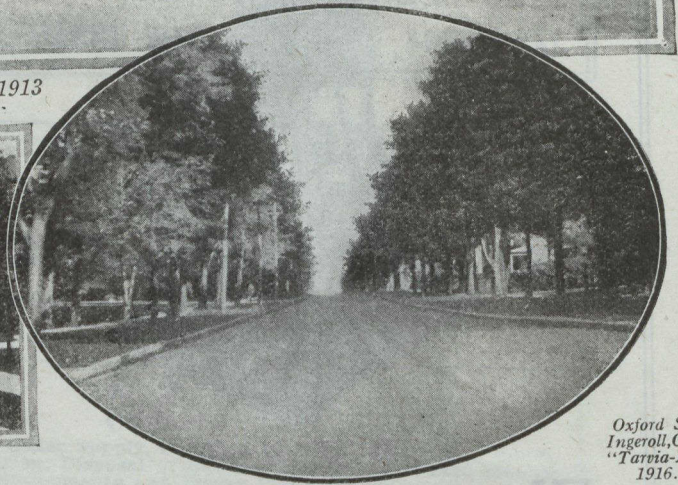




Young Street entrance to Parks, Waterloo, Ont. Built with "Tarvia-X" in 1913



Edwards Streets, Kitchener, Ont., "Tarvia-X" pavement.



Oxford St., Ingersoll, Ont. "Tarvia-X" 1916.

## Tarvia Towns in Ontario—

These three Ontario towns shown above have had the usual gratifying experience with Tarvia.

In 1916 the authorities of Kitchener and Ingersoll built a "Tarvia-X" pavement over a concrete base, while in 1913 Waterloo followed the specification for a Tarvia Modified Modern Pavement.

In the future, if traffic conditions require it, an occasional "Tarvia-B" treatment will keep these roads in excellent shape—mudless, dustless, frostproof and automobile-proof—at an extremely low cost for upkeep.

Tarvia is the material that has made thousands of miles of roads stand up under the hard usage of modern motor traffic.

To have smooth easy avenues of transport and travel is a vital necessity of any country. They are the arteries of commerce and trade, and to-day are forging a new link between the producer and consumer.

Such roads built and maintained with Tarvia cost only a little more than plain water-bound macadam. Their superiority is immeasurable in comfort and convenience, and their extreme cheapness in maintenance makes them most economical in the end.

Illustrated booklets telling about the various Tarvia treatments free upon request.

# Tarvia

*Preserves Roads-Prevents Dust*

MONTREAL  
TORONTO  
WINNIPEG  
VANCOUVER

The *Barrett* Company  
LIMITED

ST. JOHN, N.B.  
HALIFAX, N.S.  
SYDNEY, N.S.

### Special Service Department

This company has a corps of trained engineers and chemists who have given years of study to modern road problems. The advice of these men may be had for the asking by any one interested.

If you will write to the nearest office regarding road problems and conditions in your vicinity, the matter will be given prompt attention.





# Sale of Military and Other Government Stores

Equipment and Supplies for Hospitals, Institutions, Bunkhouses,  
Camps, Dining-rooms, Kitchens, etc.

Bedsteads, Furniture, Hardware, Dry Goods, Rubbers, Overshoes  
and other Footwear, Blankets, Sheets, Pillows,  
Baskets, Woodenware, Brushes, etc.

CONSTRUCTION EQUIPMENT AND MACHINERY — AMBULANCES

---

---

The Stores are located at various places throughout Canada

---

---

Instead of or in addition to sales by sealed tender

## PRICE LISTS WILL NOW BE ISSUED

for most articles—the goods being offered in lots for purchase by wholesale houses,  
jobbers, and the trade generally.

## TRADE ONLY SUPPLIED

except that arrangements previously announced for sale to returned soldiers and  
sailors and widows and dependents of same through the G. W. V. A. and similar  
organizations and to hospitals and philanthropic institutions will be continued.

---

---

**SALES WILL CEASE IN MARCH.** Any balances left will be cleared by public auction  
shortly thereafter. This advertisement will not be repeated. Those interested should  
therefore apply **AT ONCE** for price lists and other information to the—

**SECRETARY OF THE WAR PURCHASING COMMISSION**

**Booth Building, OTTAWA**

February, 1920



# A. E. Ames & Co.

Established 1889

Investment Securities

## Government Municipal and Corporation Bonds and Stocks

Members Toronto Stock Exchange

Orders executed on all principal exchanges on commission

53 King St. West, Toronto  
Montreal — New York

## Cement --- Sand and Stone-Testing

In all its Branches.

--- Our Specialty ---

We have the Largest and Best Equipped  
Laboratory in Canada.

Our RESULTS are QUICK and ACCURATE.

Emmanuel Mavaut --- Director.

### Milton Hersey Company

LIMITED.

84 St. Antoine St.  
Montreal

257 Portage Ave.  
Winnipeg



**W**E have unexcelled facilities for supplying your every requirement, however large, of Electric Wires and Cables, among which are

Bare Copper, Brass, Bronze Wire  
Colonial Copper Clad Steel Wire  
Magnet and Weatherproof Wire  
Rubber Insulated Wire  
Lead Covered Cables of all kinds  
Armored Cables  
Cable Terminals  
Cable Junction Boxes  
Jointing Supplies

We solicit your inquiries for further information

### Standard Underground Cable Co. of Canada, Limited

Hamilton, Ontario

Montreal

Toronto

Hamilton

Seattle



# THE CANADIAN MUNICIPAL JOURNAL

**SUBSCRIPTION RATES**  
 City of Montreal and United States \$2.25  
 Canada, Great Britain and Countries in Postal Union \$2.00

Published Monthly by  
**The Canadian Municipal Journal Co., Limited**  
 Coristine Building, Montreal.

Any article appearing in these pages may be reproduced provided full credit is given to the Journal.

FREDERICK WRIGHT, Editor.

VOL. XVI.,

MONTREAL, FEBRUARY, 1920.

No. 2.

**CONTENTS.**

Montreal Commission .....	42	University Education and the Community (J. H. Hopmeys) .....	46
Municipal Home Rule.....	43	Impetus Giving Social World.....	47
Community Drama.....	44	A Centralizing Bureau (Chas. A. Mullen).....	48
Insurance for Municipal Employees.....	44	After War Problems (John Appleton).....	49
Municipal Statistics of Quebec.....	44	Leading Mayor Prieur (Ajax).....	50
Value of a Plan (E. H. McCuiston).....	45		

## Canadian Municipals and Their Repayment

With the rate of exchange being heavily against us it has become a serious matter for a number of Canadian municipalities whose bonds shortly falling due are made payable in New York. Of course, when the issues were made no one dreamt that the rate of exchange on American money would ever reach 20 per cent which it did on Feb. 6. This means that had any Canadian municipal issue payable in New York matured on that date, the unfortunate municipality would have had to pay a twenty per cent premium on the face value of the issue. Fortunately the Canadian bond houses have on the whole been showing a fine spirit of patriotism in the matter by urging their clients to accept payment in Canadian securities, though we do know of one or two instances where certain bond houses have bought up Canadian municipals that are about to mature and taken them to New York to sell again for the exchange rate. While such action is strictly legal, it is unmoral and is bound to affect the bond business adversely in the long run, for the reason it will do much to break down that confidence that has been built up between Canadian bond houses and the municipal councils. It is to be hoped that the Bond Dealers' Association will take up the matter at once.

sition of the municipality to repay the loan. Such being the condition we see no reason why any municipality issuing bonds should be compelled to take on risks that may land it in bankruptcy, which would be exactly the case under the present practice of payment in gold and at points outside Canada should the holders of the bonds insist on their "pound of flesh" in the case of the money market being in their favour, as it has been for the last four years.

Our suggestion is that, taking into consideration that the securities behind all municipal bonds issued in Canada are closely examined by both the Provincial authorities and competing bond houses, the bonds should be made payable in Canada only and in current Canadian coin or notes. Because of the rapid changing of the economic condition of the world Canadian municipal councils have a special duty in protecting their respective municipalities by taking as little risk as possible in their bond issues, particularly when those issues have to be repaid by future generations, and we would urge that the new councils take our suggestions under serious consideration.

### RESIGNATION OF MR. T. A. HUNT, K.C.

While on the subject we suggest the time has come for our municipal councils to take a firm stand regarding how and when their bonds are to be paid on maturity in the future. The present practice is to make all bonds payable in gold and many of them payable in either New York or London as well as at the local banks. If during the war any matured bonds had had to have been paid in gold the premium would, in many instances, have been as much as 50 per cent, but thanks to the patriotic spirit of the holders we dont know of any instances where the condition was taken advantage of. But still the fact remains that each bond gives the holder the privilege of collecting in gold on maturity.

Advocates of efficient municipal government will regret the resignation of Mr. T. A. Hunt, K.C. from the legal department of the City of Winnipeg, after fourteen years of service, to enter into practice for himself. Mr. Hunt was a model public servant in many ways. As chief legal adviser he steered the western metropolis through much tortous litigation without recourse to the courts, and thus saved the city many thousands of dollars. But Mr. Hunt was more than a legal adviser; he was a walking encyclopedia in all things municipal—an invauable asset to a municipal men,—which was always at the disposal of the Council as a whole and to the individual members. It is a pity that the public service could not be made sufficiently attractive to retain Mr. Hunt's services, for such men as he are too scarce in Canada. Be that as it may our best wishes go out to Mr. Hunt for his future success.

In practically every province to-day there are heavy restrictions on municipal borrowing. The provincial authorities must not only be satisfied for the need for a loan but must be satisfied of the po-



## Commission to Prepare a New Charter from Montreal

Two years ago the City of Montreal was placed under tutelage for four years by the Quebec Legislature through the appointment of an administrative commission. Though much improvement has been made in the city's affairs by the present commission there has been growing of late a strong feeling of resentment amongst the citizens against what they term outside interference with their local rights, even though such interference two years ago was necessary to save to good name of Montreal. The Provincial government, evidently recognizing that there is an awakening interest in the civic affairs of the City, has just passed through a bill for the appointment of a Commission to investigate into the best form of government for Montreal. This commission is to be made up of two nominees from each of eight of the local public bodies, and five additional nominees, selected by outside mayors, should it be decided to draft a charter for the government of the whole inland of Montreal. The members of the commission will receive no remuneration for their services, which are expected to be from nine to twelve months, but they are empowered to engage and pay for expert advice.

While we heartily endorse the appointment of a Commission to study the best form of government for Montreal, we are not so sure of the wisdom of having the commission made up of amateurs, as will be the case unless the local bodies named in the bill nominate outsiders, which they are entitled to do. Municipal administration to-day is one of the most complex problems in the government of a nation, and Montreal in particular, because of its peculiar local conditions, presents problems that require the best brains for their solving. Added to the difficulties of the purely local conditions there is the problem of the government of the whole island which must be studied in all its phases, otherwise the work of the Commission will not be complete. Again, the commission is not only instructed to formulate the best system of government for the City of Montreal, and its environs, but is instructed to draft a specific charter. This means that the commission will have undertaken a task, the magnitude of which can only be fully appreciated by those who have studied the intricacies of municipal government not only as they were affected by the economic conditions of yesterday, and as they are influenced by the changing conditions of today, but as they will be by those of to-morrow.

There is a phase of municipal government that is not generally understood, and consequently not appreciated, namely, social responsibility. To many people municipal government means only the administration of a municipality on "sane business lines." It means much more, as many a successful business man has found out on becoming a member of a local council.—Municipal government properly carried out means not only the administration of the municipality, but the Government of the community as well—that is, the local council in responsible for the social as well as the economic welfare of the citizens.

A municipal charter then must be so drafted as to make it a working hypothesis for the promotion of a real civic spirit, otherwise it will mean nothing.

The question that each member of the commission must ask himself is—will the charter function in the interests of the whole people, or will it be just an instrument that can easily be worked by adroit manipulation for the benefit of the few, particularly of private interests, or special classes.

The present charter of Montreal is in reality a series of amendments to a charter granted many years ago for the government of a small community—the weakness being that the original charter was not made broad and elastic enough to allow for the wonderful expansion that has taken place within the last two decades—an expansion not only in population and trade but in the variety of interests brought about by our immigration policy which allows the dumping of foreigners into our industrial centres, without any regard to either their own welfare or the welfare of the community at large. Montreal is in fact one of the most cosmopolitan cities in the world, and consequently one of the most difficult to govern, and no new charter is going to function any better than the present one, with all its drawbacks, unless the community or social interest forms at least an equal basis with the economic interest. For instance to govern Montreal on what is known as a purely business basis would spell failure; that is unless the citizens are prepared to accept the German system of bureaucracy—an impossible form of government for men and women with good red blood in their veins. The drafting of the Montreal charter will be watched with interest by other cities in Canada and the United States.

---

### LATE EX-ALD. L. A. LAPOINTE, M.P.

For many years the late ex-Ald. L. A. Lapointe, who died in the early part of February, was a prominent figure in Montreal's civic affairs. While leader of the Council he wielded great influence on his fellow members, which he used always for the benefit of the citizens. But his reputation was not local by any means for he took a large part in the building up of the Union of Canadian Municipalities, attending many of its conventions where he made many friends, and gave the benefit of his knowledge and experience to the executive at all times. For a number of years Mr. Lapointe was member of parliament for one of the divisions of Montreal, but his great love was civic affairs and no man in Canada served his fellow citizens so well and so faithfully as a local administrator as did Mr. L. A. Lapointe. Absolutely fearless in any stand he took—which was not always a popular stand—his known honesty of purpose and personal integrity enabled him to win out in many a hard fight. But with all his fighting propositions for what was right L. A. Lapointe was one of the most lovable of men, and as such did much to encourage others to carry on.

---

Lady Edridge is to be the first woman "honorary freeman" of Croydon. She is wife of Sir Frederick T. Edridge, who was five times mayor of Croydon.



## Municipal Home Rule

Under the American system of government municipal corporations are the creatures of the State Legislatures. Coming into existence as the result of legislative mandates they are always subject to the will of the legislators, consequently municipal affairs are largely controlled by politicians. We are better off in Canada. While it is true that municipal charters are granted by the provincial legislatures and the local councils are nominally subject to the same authority the fact that in each province there is a special department that deals with municipal administrative politics in local affairs are hardly known. But even with this limited control there is a growing demand in the larger cities of Canada for more autonomy. And this demand is legitimate. Each year more responsibility is thrust upon the city councils, necessitating much worry and anxiety and it does seem absurd that they should be edged in by regulations made by men who know nothing about the local conditions. In

Great Britain, though there is a supreme authority—the Ministry of Health—the large cities such as London, Liverpool, Manchester and Birmingham have practically home rule so far as purely local affairs are concerned. And why not Halifax, Montreal, Toronto, Winnipeg and Vancouver? The administration of any of these cities is equally as important, and as difficult, as the administration of any of the Provinces and the local authorities should be as equally free in the local administration as the provincial authorities are in provincial administration. As is well known, the provinces are very jealous of their rights, the authorities being very touchy when the Dominion parliament or government treads on what they consider their own preserves. We believe that the local authorities can with equal right resent uncalled for provincial interference, for, after all, it was only for the supposed better working out of the British North American Act that municipalities were placed under the direction of the Provincial legislatures.

## Teaching Citizenship Via The Movies

In our issues of September and October (1918) this Journal advocated the utilization of the movies to bring home to the citizens of Canada the wonders of their own country, and in particular to teach citizenship through films in Child Welfare, Education, Fire Prevention, Health Problems and Municipal Government. Our suggestion at that time was that no license be granted to a "Movie" house unless a guarantee be given to show educational films at least three times a week. To-day we would go further and suggest that every license for a picture house embody the condition that at least one educational film be shown at every performance. Such a condition may sound drastic in the face of it, as likely to cause loss to the movie house proprietors. Our contention is that with every "movie" palace in the country being compelled to show pictures of an educational character there will be no loss to any; and it is a well known fact that at least eighty per cent of the people who visit the "movies" do so to get relaxation from their ordinary labour, and so far as Canada is concerned would be at least as interested in films that show something of the material and social progress of their own country as in the majority of the foolish and often pernicious films they see at every performance.

Of course comes the question—where are such films to be had. It is true that we, in Canada, have not gone very far in providing films of an educational character, but in the United States, both the official and unofficial bodies have done much good work along this line, and Congress recently urged the film companies to produce more films that would help to Americanize the people. We believe that given the incentive, Canadianized films can be produced in this country. The Dominion and Ontario governments have already produced films that describe Canada's industries such as that of wheat growing, fishing, etc., and a number of private firms have had films prepared showing the processes of

manufacturing their different products, and even a number of municipal councils have had described through films the beauties and industrial progress of their respective cities and towns. But to carry out such a scheme as we suggest the educational film industry must be increased ten fold. To bring this about there must be the closest co-operation between the governmental bodies of the Dominion. It seems to us for instance that if the film bureau, now attached to the Department of Trade and Commerce, was to be enlarged so that not only more pictures could be produced but that it could become the clearing house for all films of an educational and Canadian character, and the local councils were to pass by-laws whereby every "movie" theatre shows at least one of the government films at each performance, a good start will have been made in educating Canadians in the progress made in their own country.

### THE MAYORALTY OF QUEBEC AND LARGE FAMILIES.

In these days of agitation against birth control because of its baneful effect in the building up of the nation it is with extreme pleasure that we publish the fact that the two candidates for the mayoralty of Quebec—Mayor Lavigneur and Mr. Samson,—are the proud fathers of large families, Mayor Lavigneur having twenty-four sons and daughters to his credit and Mr. Samson twenty-two. When men with such large domestic responsibilities are prepared to take up such public duties as the mayoralty of an important city like Quebec involves, there is no excuse for men with the ordinary family of five or less, fighting shy of public office on the ground of domestic responsibility. In the contest Mr. Sampson came out the victor. Be that as it may, all honour to both contestants, and their wives, for so substantially building up the nationhood of the Province of Quebec and of the Dominion.



**COMMUNITY DRAMA.**

In the Old Country they are taking up Community Drama for,—in the words of a pamphlet issued by the British Drama League,—“Villages and other Centres in Town and Country where the need of an outlet is recognized for the dramatic impulse and for a form of amusement which is at once popular, intelligent and artistic.”

To bring home the value of the community drama the said pamphlet describes it as follows:

“It is a form of Amateur Dramatic effort conducted on modern and model lines.

“Any village, however small, can support Community Drama. Any Parish or Borough, however populous, can find in it a focus for the social life of the place, and a means of drawing together all classes in the common enjoyment and practice of Dramatic Art.

Generally speaking, Community Drama will be found to flourish best when started in connection with a club, a village institute or other existing organisation. Alternatively, one or two people may take the lead so far as to provide the nucleus of an Acting Group, to be developed later on democratic lines.

The Old Style Amateur Dramatic Society was too often run by a clique for the benefit of a clique. The Community Theatre as its name implies, draws its patrons from every class. Keeness to see or read and ability to act good plays should be the only condition of membership.”

In Canada the great drawback to our community life, particularly in our rural centres, is the lack of clean social enjoyment for the citizens. It is this lack of a real social life that drives so many young people from the country to the cities, usually to their own detriment and to the disadvantage of the nation. And if such a league could be formed in Canada with branches in every community in Canada much good would result. We would even suggest that the active heads of the local branches should be the local councils, for they, representing as they do the varied interests and classes of the community, would be able to stop the “clique” system, which as indicated in the pamphlet quoted above is so baneful to any social life, not only in Great Britain but in Canada. At the present moment the social life of our smaller communities is limited to dances, movies, pink teas and small talk. This is not sufficient, in these days of advanced education to fill the spare time of either our young or old people. Something more is wanted and the sooner it is realized by our local councils, who as already mentioned in these columns, are the trustees for the social welfare of their respective communities, the sooner will they appreciate the value of such a community drama league as a means of keeping the young people on the land.

“Pave the road and double the load,” is a good roads slogan which is rapidly gaining popularity.

The whole world is on a permanently higher basis of social, financial and commercial values and requirements. The nation has outgrown poor, or pioneer and experimental methods, roads, buildings, and equipment. We know now that only the best, strongest, safest, most permanent pays; that it isn't a question of cost, but of up-keep.—B. F. Harris.

**THE QUEBEC TENANTS' TAX.**

The citizens of the City of Quebec seem to resent the tenants' tax which has been in force for the last two years. It would seem that the resentment is not so much to the tax itself but to the Provincial law under which it is enforced, because of its discriminating nature. The law states that tenants only are subject to the tax, those living in their own houses escaping. If the law would read all occupants there could be no objection, in fact it would be a step in the direction of direct taxation, which in itself would do more than anything else to create an interest in civic affairs by the citizens.

**INSURANCE FOR MUNICIPAL EMPLOYEES.**

The municipalities of Canada have in the aggregate approximately 100,000 men and women on their payrolls. These municipal employees have, for the most part, but limited incomes with very little prospect of a pension, so that there is ever before them the nightmare of actual want in their old age should they live, or should they die positive poverty for their families. This nightmare has become more intense these last two years because of the high cost of living which has affected salaried municipal officials more than any other class.

This being the case there is a special responsibility on the municipal councils to remedy as far as possible such economic conditions so far as they affect their employees, for no man (or woman) can give good service with such a hopeless future facing him or his family. For some time past we have been studying the problem, and taking into consideration the scarcity of funds at the disposal of the councils of the smaller municipalities in particular, we have come to the conclusion that the best means of solving the difficulty is for the councils, that have not already pension schemes (which means about eighty per cent) to insure each of their salaried employees in favour of the employee himself or his family. By doing this we believe that both the municipality and its employees would benefit at a small cost.

**MUNICIPAL STATISTICS OF QUEBEC.**

The Quebec Bureau of Statistics under the direction of Mr. G. E. Marquis has just published its compilation of municipal statistics for 1918. The report, like all the other reports issued by the Quebec bureau is a clear epitome of the progress of municipal administration in the great French speaking Province. At a glance those interested can tell the standing of each municipality—its assessed valuation, its assets, its debts, its acreage and its public utilities—thus the compilation is a complete record of the 1300 municipalities of Quebec.

In one part of his report Mr. Marquis takes to task very sharply those secretary-treasurers who have failed to send in the statistics of their respective municipalities. This criticism should be taken in good part particularly when it is taken into consideration that in complying with the director's requests the local secretary-treasurer is not only helping in the compilation of a great work, but in so doing is actually benefiting his own municipality, inasmuch as the figures are at the disposal of the investing public, who will be impressed or otherwise by the figures they have before them—and out-of-date figures are not impressive.



## Value of a Plan to a Small City

By Ed H. McCuiston.

The value of any practical plan to any city, whether large or small, is beyond computation. If there is a real difference between the value of such a plan for a small, and one for a larger city it is a difference in degree alone, for it is not a fact that anyone will need a plan, and the other will not. This whole subject, with its apparent merit, is manifest to everyone whether a resident of a populous, or sparsely settled community. It is extremely difficult to express in terms of dollars and cents or in the parlance of the counting room the value of a plan for any community. John Burns, who is often referred to as the father of planning legislation, has rather fittingly emphasized this idea by saying, "that an investment in a good plan whether it be for new parts of a city or for the correction of older parts if regarded for a period of one year may appear expensive; if considered for a period of five years, it will be profitable; or if considered for a period of fifty years it will be an investment, which in subsequent days will make the community regret that it did not adopt it sooner."

The chief handicap of planning work is to be found, however, in the fact that its real and most vital fundamentals are so generally misunderstood. Orderly arrangement in community building has been practiced after a fashion from the earlier days of civilized life. But all of the earlier plans savored largely of blind, empty monotonous forms. Cities were far too commonly duplicates of each other from the standpoint of their leading features and street systems. The keynote of all real planning work as practiced in recent times is to be found not only in orderly arrangement, important as they may be, but also in a pleasing practical adaptation of the general fundamentals conceded to belong to this science, to the needs of a given community. The foundation of a practical plan, if executed with proper foresight, is not placed upon the surface of the ground merely, but rather should begin with a well ordered system of storm and sanitary sewers to which should be added in the more populous communities conduit plans with sufficient foresight to make adequate provision for all utility companies not only then in existence, but which may with reasonable probability be expected in any practically near future. After all underground requirements have been duly considered and thoughtfully provided for, the next step would logically and probably be to consider a system of public ways. This will consist of not only streets, major and minor in character, but also radical streets, boulevards, esplanades and other like ways adapted to the varying needs of the individual community. Under the head of public ways should also be considered the matter of Gardens, Parks, Recreational Grounds etc. There are distinctions in providing for all of these, that afford most excellent opportunities for displaying individuality and good taste. Many do not appreciate the distinction between a park and a garden. A park should be, if developed on the average city common, designed to become a very epitome of nature itself. Where possible, eligible sites where nature has never been disturbed should be selected, preserved and adapted to the use of the community. Gardens, properly speaking, are formal. In other words gardens are man-made. Parks should be very largely nature-made. A proper appreciation of this distinction will always prove helpful in planning and equipping cities, however monotonous or wanting in civic appearance previously. Even streets in the average town or village should possess an individuality not now commonly known. The question of width, the width of parkings, the kind or character of walks, the placing of shade trees and other embellishments are so numerous that it will be impossible in an address of this character to enter upon the discussion of them and I desire only to call attention to the facts just recited which are entirely in harmony with the best thought and work devoted now to this important subject. No greater or more inviting field ever tempted the ingenuity of men than is to be found in building and planning a city along comprehensive lines. The possibilities of such work, for the exercise of common sense, public spirit, artistic taste, etc., are almost infinite.

All men seemingly appreciate the value and utility of ordered display in the arrangement of the home or manifested in an office, counting room or industrial plant, but strange as it may seem these very same people are tot-

ally oblivious to the advantages which may be derived from the same character of orderly arrangement on a larger scale applied to the needs of the city in which they live. Many unpretentious homes, business houses and industrial plants are planned by architects. Careful drawings are made, detailed specifications are written, and almost infinite patience is undergone to care for even apparently unimportant details, and this is well, but the thing which appears almost incredible and unbelievable is that only four cities in the great state of Texas have looked into the future with a sufficient degree of practicability to provide plans along the lines of which their future growth and development is to be directed. There are probably few if any more than one hundred cities in the whole United States that have exercised this same degree of foresight.

But I am abundantly justified in asserting that there is an awakening. In 1874, the architects and engineers of Germany for the first time in all history so far as we know, undertook to set out with some sort of standardized detail the recognized fundamentals of Town or City planning. Since that day substantial progress has been made, but there has been all the while much misconception and much misunderstanding of the real aims and purposes of practical planning. By no means the least of these is a sentimental one which commonly refers to planning enterprises of City Beautiful work. Real planning is not a fad but is at once the most practical, fascinating and beneficial work in which civic engineers ever engage. The value of a plan to any city large or small is inestimable. The larger the city the greater or more crying the need, but the plan itself properly adapted is indispensable, to progressive development wherever there is urban life.—Read before the joint meeting of the League of Texas Municipalities and Texas Town and City Planning Association at Dallas, Texas.

### THE MUNICIPAL ENGINEERS.

The taxpayer's "first deputy" in civic construction enterprises, and particularly in street improvement, is the City Engineer. This man must faithfully represent the property owners as the one who is responsible for the success or failure of the community pavements. He must be experienced in municipal work, skilled in designing and constructing public utilities and materials, and willing to adapt those innovations in which he finds merit to the needs of his city. Such a man is worth many times the salary he asks. The poorest form of economy a town can adopt is to select an engineer of limited ability because he refers to attempt the direction of a town's improvements for a few hundreds or a few thousands less salary than must be paid to secure a competent engineer of genuine ability and character—Exchange.

### IN TWO CITIES.

The Sun and New York Herald comments on the unsuccessful efforts of corporation and individual to cope successfully with the heavy snowfall there last week. The fact is that the machinery is insufficient. The New Yorkers should be better prepared for the unexpected in the way of winter storms and they would suffer less: In Canada the worst is met with equanimity. For example, Montreal experienced a week-end storm which developed into a veritable blizzard on Sunday, with a wind of high velocity sweeping a heavy downfall of snow before it into huge drifts. At times the air was so thick that it was almost impossible to see across the street. Nine inches of snow fell and the wind attained a velocity of 46 miles. Yet the elements were combatted with quite a measure of success. The tramways service was maintained with the aid of two score snowploughs and sweepers, which worked continuously. The sidewalks were ploughed and traffic was on a normal basis on Monday morning. Montreal's houses and working structures are built for winter, and the fiercest storm that rages can be handled with the mechanical contrivances kept ready for just such developments. This is a good strong winter land.—Montreal Gazette.



## University Education and the Community

By PROFESSOR J. H. HOFMEYR.

Two of the duties of a University are to train men and to advance truth. I would add a third—certainly not least important of the three, though usually not very clearly recognised—I mean the duty of the University to the community. A University may adequately fulfil the first two functions, and yet be only partially successful if it does not at the same time perform its duty to the nation and the city. The place of the University today is not in peaceful academic grooves, not away from the world's busy life but in the very centre of it—and how it must stand in the very closest relation to that life. If it is the duty of the University to train men, the chief thing for which it has to train them is **citizenship**. Of some of its students it will make men who will be specialists in their own particular branch—spreading and advancing knowledge. But to the great bulk of them its purpose must be to give a broad general culture, to develop in them the appreciation of beauty and truth, to encourage habits of independent thought, and along with and above all this it must place in the forefront the ideal of citizenship. Our education has come to be to so large an extent a State undertaking that it is fitting that it should be related throughout to the needs of the State. In virtue of the contributions which the State makes to education it has the right to expect that our institutions of learning will produce, not merely men fully trained in their professions and assured of large incomes, but men and women whose first duty is felt to be, not to themselves, but to the community, and that the Universities should concentrate their attention on the real live problems of the day. And particularly close should be the relation of the University to the community in these days of democracy. We are face to face to-day with the uprising of the people in every land, with the sweeping away of what are regarded as sham democracies and the substitution of the rule of the proletariat. It is a movement, which, I feel confident, contains the germs of great good. At the moment, however, it is not without its dangers, just in so far as education has failed—and failed because it has not really had the opportunity—to provide men of knowledge and vision as leaders of the people. The greatest need of our modern times is that of leadership, wise, noble and disinterested, for democracy. That is perhaps in some ways the University's greatest opportunity. "The whole danger at the present moment," said Sir Auckland Geddes recently, "comes from the fact that the leaders do not see life because they have never had the whole of life presented to them as only a University can present life. The graduate of the Universities are the pilots who can steer the ship of civilization off the reefs."

To the State or the nation then the University has important duties—the importance of which we are only beginning to realize in this country—but it has also its duty to the city. It is from the city, from its immediate environment, that it draws its chief inspiration, it is to the city that it must give its best gifts. Most of the modern Universities are in a very definite sense Municipal. They draw their students, in the main, not from a wide area, but from the bounds of the Municipality, the needs of which they were primarily created to serve, and it is from the Municipality and its citizens that they derive most of their support. They are institutions of the city, challenging the exercise of civic pride. Take, for instance, the University of Liverpool, where the idea of a University College in that apparently purely materialistic city was launched in 1879, it was laughed to scorn—just as the similar idea in regard to Johannesburg was laughed to scorn in 1916. Fancy making Liverpool—commercial, money-making Liverpool—a University centre! What use had Liverpool for a University! How could an academic institution exist in a city all-absorbed in business! But gradually the conception of the modern University and its function as turning out earnest, wide-awake citizens, skilled in every walk of life, able to do good service to the city, was grasped, and ridicule turned into sympathy. And it was when the municipality showed its sympathy in a practical way by presenting a site and building valued at

£30,000 that the scheme may be said to have crystallised—some of you will no doubt again notice the Johannesburg parallel. And throughout, the Liverpool City Council has been one of the chief forces behind the University movement. Not merely did it give the University College its original site and buildings, but soon after it provided a further site for new chemical laboratories, the effect of which was to gain for it the right of entry into the Victoria University. It was the city, too, that enabled the University College to develop in due course into an independent University. The City Council was foremost in urging this step, and as a proof that its sympathy was genuine it obtained powers to levy a rate up to 1d in the £1 for University purposes. As a result the University of Liverpool receives a regular annual grant of £10,000 from the City for running costs—by other special grants the Corporation has improved the equipment of the University, especially in its Education Department and on the Science side; and by means of a generous scholarship system the Council and a number of other local bodies have opened the doors of the University to poorer students. Thus then one may say that the City of Liverpool looks on the University as a civic undertaking, while the University on its part repays its debt by training good and useful citizens. And the same applies also to other city Universities. Thus Birmingham receives an annual grant of £16,000 from the Municipal funds, Sheffield £13,000, and Cardiff £11,000. In America the relationship between University and Municipality has in some cases been even closer. Thus the City of New York includes in its Municipal activities the running of two University Colleges of high standing—one for men and another for women. In neither of these is any fee charged for tuition—the total cost of running the institutions comes from the Municipal chest. In 1916 there was spent on the college for men £105,000 and on the college for women £110,000. In the former case there was a teaching staff of 220 and a student body of 4,994—in the other a staff of 181 with 3,130 students, the property of the two institutions were valued at £1,700,000. Another of these Municipal institutions is the University of Cincinnati, which in 1916 drew £130,000 from the Municipal chest, had a staff of 138 and 2,292 students. These are striking instances—yet in the generous support which the Municipality of Johannesburg is giving to the University College there is proof that in this respect South Africa is not lagging behind the most progressive Municipalities of Europe and the United States.

And the support which the city gives to the University is not without its justification, for the services which the University can in its turn render to the city are not to be despised. In the training of citizens the University should bear in mind not merely the needs of the nation, but also the needs of the city. It is a common complaint in these days that Municipal institutions have outlived their value. There is ground for the complaint, but the remedy is not lacking. It is due to the fact that the growing complexity of our civilization is in our bigger towns leaving less and less room for the natural growth of the civic spirit—but it is here that education must come to the rescue. Our schools and colleges must teach the lesson that man is not born unto himself, but that his life is in and for the community—and in the inculcation and realization of that spirit the University can play a great part. And further, it is the duty of the University to apply itself to the study of the special problems of the community in which its lot is cast, to help to arrive at some solution of them. Finally, it is its duty to stand forth as a centre of light and leading in the community, spreading culture and high ideals, potent in its influence for the social and intellectual betterment of the citizens. It is because of what a University institution can achieve in the way of changing the whole outlook of a community, giving it a higher ideal, a loftier vision, because of that, if for no other reason, that we should applaud the decision come to in 1916, in terms of which the number of University centres in this country was left undiminished.





**MAYOR BEAUBIEN,**

President of the New Union of Municipalities of the Province of Quebec.

#### **PEACE WITH INDUSTRY.**

In a very interesting book on the beaver written some five years ago the author significantly suggested that the beaver, because of its industry and team work and that it does not prey on any living thing for its subsistence—its food being bark, roots and berries—would be a suitable emblem for peace conferences. It is possible that had such an emblem been adopted at the peace conferences much of the discussion would have been eliminated. But the author, went further with the suggestion that "Peace with Industry" be its motto. Such an emblem and such a motto should to-day be placed permanently before every gathering of citizens in every part of the civilized world. As every Canadian knows the beaver is the emblem of this Dominion typifying, as it does, industry, but if, as suggested, the full motto of "Peace with Industry" be added, and the whole adopted as the Canadian Coat-of-Arms then indeed would the world know that Canada having fought the good fight on the fields of Europe was now building up her industries without praying her neighbours, but was ever ready to defend her homes—just like the beaver.—F. W.

#### **IMPETUS GIVING SOCIAL WORK.**

Among other things war has given great impetus to all kinds of health measures, particularly the appointment of public health nurses, not only in cities but in towns and country districts. Hundreds of baby clinics now in successful operation would probably not exist had it not been for the awakening of the social conscience.

The anti-child labor movement has also reaped the benefit. Restrictions are being imposed and every loop-hole is being stopped up so that today there is less child labor on this continent than ever before, notwithstanding the great scarcity of adult help in the factories and shops of the land.

Attention is being focused on the truancy problem, and ways and means of persuading and coaxing the child into the class room are being carefully devised. Thoughtful people are beginning to doubt the efficiency of our school system in view of the general dislike of boys and girls of the working class to remain after their fourteenth year. They tire of books and fail to see the application of mere book learning to the problem of earning a living, and more and more is it becoming evident that the school system must be made to suit the child instead of the child being forced to endure the monotony of a routine for which he has no liking. Interest must be aroused before instruction can be given. If a boy dislikes porridge, and refuses to eat it, the wise mother will substitute more palatable, food and so it must be with our education. The main purposes of the school should be to inspire the children to a life of high endeavor and give them the rudimentary knowledge of the trades and occupations in which they are likely to spend their lives.

The best kind of reform is to keep people out of prison and especially to help children without committing them to a public institution. There is the constant danger of relying upon the institution simply because it has been an old-established custom to dispose of troublesome people in this simple fashion. The most common offence against law and order is theft, and yet the policy of restitution is not enforced as it might be, nor is the system of probation tried out to the limit of its possibilities. Under probation the offender remains at liberty and yet is under constant surveillance while at the same time he is required to pay back every penny wrongfully acquired.

Then again religion is a more prominent factor in bringing about reformation than is usually admitted. In fact it is often the Christian missionary rather than the policeman or goaler whose services are needed, for the only effective redemptive work is that which is individual and personal.

Thinking people everywhere are coming to realize that men should not be put in prison for purposes of retaliation or revenge, but should be treated as sick persons—mentally and morally diseased. To restore them to normal condition their physical health should be brought into harmony with what is worthy and up-lifting. If there is absolute faith that righteousness can prevail then the enthusiasm of the worker becomes contagious and men may be inspired with hope and courage to face life's duties manfully and honestly.



# Why Municipal Unions Should Have a Centralizing Bureau and Clearing House of Information

By CHARLES A. MULLEN.

Associate Member of the Engineering Institute of Canada; Associate Member of the American Society of Civil Engineers; Consulting Paving Engineer.



**1. A Union of Municipalities:** When I heard of the proposal to establish a bureau of experts in connection with the new Union of Quebec Municipalities I was in favor of the suggestion; in fact, I could not see why some of us had not thought of it in just that way before. How often the obvious is overlooked in our hurried daily lives; and we continue for years to travel all around the barn to get in through the front door. Mr. Frederick Wright has at last pointed out the logical way for the Quebec Municipalities to co-operate for their mutual welfare, and the least the rest of us can do is to give our whole-hearted support to the proposal.

**2. In Union There Is Strength:** The subject is one upon which it now seems to me that I have been subconsciously collecting data for many years, and the evidence which has presented itself, or been presented, is so overwhelmingly in favor of your proposed bureau that there seems but little room for argument. Concerning the general proposal that this Union should be formed, there is, in fact, no room for argument at all; unless one wishes to controvert the accepted theory "In Union There is Strength". Though given quickly, my reply was, nevertheless, a well-considered verdict, based on an experience which, I think, particularly qualified me to render it.

**3. Opinion Based On Experience:** Beginning as a vendor of supplies and contractor to municipalities, then becoming the responsible head of public works for two large cities, I now find myself acting as Consulting Engineer, for those matters in which I have specialized, to many municipalities and other public bodies; and it might also be added that my experience in the role of Mr. A. Plain Citizen, obliged to put up with any pay for the municipal government under which I live, and has not been neglected either. I have always had a certain amount of crass curiosity about how and where my hard-earned tax money was going; and have always personally resented any mismanagement of public affairs.

**4. A Four-Cornered Problem:** It is said to be difficult to visualize any problem from more than one viewpoint; yet, if it is possible to be cognizant of all sides of municipal affairs, and I am not, you will see from the above that it isn't because the opportunities were lacking. You will not say that my answer is a snap judgment after considering the fact that I have looked at the problem, as a principal, from its four sides, have stood on all bases, including home plate, and ought to know the game fairly well. I have been on the outside looking in, and on the inside looking out; and my verdict on municipal affairs has always been the same, regardless of the position in which I temporarily found myself.

**5. Objects of Municipal Union:** As outlined to me by Mr. Frederick Wright, the broad objects of the Union of

Quebec Municipalities, briefly stated, are to secure voluntary co-operation, among the member cities, for the support, and collective municipal ownership, of a public organization to act as a clearing house for information, and as a central bureau through which two or more cities, when they so desire, can combine for the purpose of securing from the province legislation which is in their interest, and for any other matter wherein it is thought two or more cities, acting together, can get better results than if they acted separately. The benefits of this program ought to be fairly obvious in these days when the value of "team work" is being stressed more than ever before.

**6. Co-operation in Legislation:** One matter in which the Union could be of almost immediate value to many of its member cities is in securing for the province, through legislation, adequate powers for properly conducting their municipal affairs. At present, each city employs its own agent to go to Quebec for this purpose; and, too frequently, the councillor selected is by no means fully qualified by experience and study for his special task. Certainly this is a service that the Union could quickly organize, so that there would be one experienced chief municipal lobbyist, and only such assistants as are actually needed, as employees or as occasional consultants, to handle the work efficiently and economically.

**7. The Costs to be Pro-Rated:** The costs of operating the Union and its different bureaus can, I think, be best met by having a rather small membership fee, which fee will cover the general overhead, and a system of pro-rating the cost of special work among the cities requiring that work, in proportion to the quantity of services each receives. I do not think there would be any great difficulty in doing the latter; for, where there is no incentive to personal or private gain, there is little reason for men not acting fairly with each other. Even business competitors are managing to co-operate to some extent to-day, in research work, in advertising, in mutual insurance, and so forth; and it should be far easier for cities, which are not competing in any real sense, to get together for the common good.

**8. Why Not Municipal Insurance:** One thought leads to another. Why not intra-municipal insurance? How many of us know that the fire insurance companies' own statistics show that of every dollar paid out in insurance premiums only forty-nine cents are paid back in the settlement of claims? Rather a costly price to pay for having someone else manage our own business for us, isn't it; over one hundred percent overhead profit? Does anyone seriously question that the municipalities, through a well-organized Bureau of Insurance, into which each would pay its premiums, could do it for very much less? Many large firms well recognize the extravagance of dealing with the present competing insurance companies, and, where their risks are scattered, carry their own insurance accounts. In the Life Insurance Investigation of some years ago, the minimum expense of getting business was found to be ten percent of the premiums, and a twenty-five percent outlay for this purpose was quite usual. This item at least could be almost entirely saved by co-operating cities; and profit and much other overhead could certainly be eliminated.

**9. Is Someone Calling Me Names:** I know I am on dangerous ground in making such suggestions as the above; and someone, possibly in this audience, may already be calling me names. It gives me courage, however, when I remember that the first man who advocated the abolishment of toll roads, the organization of the public police and public fire departments, the use of public moneys to support public schools free to all, and many other things that are commonplace to-day, have survived torments of abuse so black that they would not even be considered good taste in this day and generation. How many people in this audience know, for instance, that in some American cities, in our grandfather's day, private fire companies existed; and, if the stories my grandfather told me are true, used to compete for, and sometimes fight for, the lucrative job of putting out a fire? Who would go back to such times?

Continued on page 52.



## After The War Problems of Western Municipalities

JOHN APPLETON.

We publish the following article, which is taken from the Journal of the Canadian Bankers' Association, with the confident hope that, though the event which inspired the article is over, our readers will be interested to know the view-point of one who speaks with authority on the financial problems of municipal Canada. Mr. Appleton, since its establishment has been secretary of the Dominion Mortgage and Investments Association, an association made up of the principal Life Insurance Companies, Trust Companies and Loan and Savings Companies of Canada, who between them are the largest holders of Canadian municipals, so that his comments and suggestions are worthy of the most serious consideration. The dominant note of confidence in the future of Canada's municipal administration that Mr. Appleton uses throughout his article is very encouraging to those who are today carrying on local government in the Dominion. We hope in an early issue to publish a direct message from Mr. Appleton to the whole of municipal Canada on this very important subject.—Ed.

The Province of Alberta is about to try out a new way of solving the difficulties which beset some of its municipalities. Sometime in January a permanent Commission composed of Chief Justice Harvey as Chairman, two justices and a business man with municipal experience, will hear petitions from one city and two towns praying for such adjustments of their debts as will make it possible for them to "carry on." The Commission is clothed with power to make a full investigation of the financial affairs of any municipality applying to it for relief; this, however, may be granted only in the form of an extension of the payment of the principal due or by the suspension of sinking fund payments; moreover, its orders to be valid must have the consent of holders of three-fifths in value of the amount of the bonded indebtedness. The creation of such a commission is in itself sufficient indication that unusual conditions have to be dealt with, and it may be added that these conditions are not peculiar to Alberta but exist in all the Western Provinces.

At a convention of representatives of municipalities held in July, 1918, Dr. Costello, then Manager of Calgary, succinctly described the effect of war on Western municipalities thus:

"When one considers how the world war has fundamentally altered the whole economic and social fabric of our time, it is only natural that this influence should be profoundly felt in the sphere of municipal government. While each province has its own special problems and peculiar conditions, I think that you will agree that in the main what is true of Alberta, is true of the three Prairie Provinces and to a less extent also of British Columbia.

"In the opinion of many, the West was saved from severe economic distress, if not disaster, by war in 1914. For seven years (prior) the country had enjoyed unprecedented prosperity, the source of which was undoubtedly the double stream of wealth brought in by a multitude of immigrants and supplied in copious amounts by the British investor to finance various public and private undertakings. But productivity had not increased sufficiently to warrant a continuance of this state of affairs, and the cities which shared in the mad race, and to a certain extent were guilty of stimulating development beyond legitimate needs had begun to mark time and wait for the rural development to catch up. The real estate boom had spent itself and the reaction had begun. Unemployment was rife and altogether things were in a bad way, when the storm of war broke upon us.

"While it is undoubtedly true that the war, in an economic sense, saved the day for both individuals and municipalities, still it remains also true that the most of our financial difficulties have for their tap root the pre-war conditions just enumerated, and to a very large extent the day of reckoning has been merely postponed and threatens when it comes to be just so much more dire."

The foregoing outline of municipal conditions, which will be generally admitted as substantially accurate, was made at a time when the shadow of temporary enemy successes was upon us, and that perhaps accounts for Dr. Costello's anticipation of a direful "day of reckoning" for the municipalities. It is true that for the mistakes, and "for stimulating developments beyond legitimate needs," in the pre-war years of easy credit and expansion, certain municipalities have reached "der Tag" and some others will soon be forced to ask for more time in which

to pay their debts. It is important, however, to bear in mind that it is only in urban municipalities that trouble has developed to a noticeable extent, and there is as yet no justification for assuming that serious loss will result, in fact there is ground to hope that no loss whatever of principal will occur. Less than one per cent of the municipal institutions of the Prairie Provinces are in financial difficulties. Rural municipalities, of which a great proportion are of recent organization, are, generally speaking, in a healthy financial state. As might reasonably be expected, their management is not always in experienced hands, but of a sincere desire to pay every dollar of their obligations there is no doubt. Experience is being gained, and meanwhile legislative and administrative changes are continuously being made with a view to efficiency. An instance is recalled of a village, organized by settlers who had not known each other for more than a year or two, which, finding its cash on hand insufficient to meet its maturing debenture payments, several of which were in arrears, imposed a tax of 140 mills on the dollar, very soon overtook its payments and now carries a balance of cash on hand. This method of recovery is not as common as it ought to be, but nevertheless there is a tendency on the part of provincial and municipal authorities to adopt and enforce regulations which will reduce to a minimum any possibility of financial trouble. Trouble in even one per cent of the municipalities has an effect upon the credit of all and upon that of their province quite out of proportion to any loss that may actually be sustained.

Dr. Costello's general description of the effects of war upon municipalities may be supplemented here by reference to specific troubles, examples of which will be dealt with at the pending session of the Alberta Municipal Finances Commission. The most serious problem is that of taxes not paid. As is generally understood, the financial requirements of a municipality are estimated at the beginning of the year, and the amount thus determined is then levied as taxes. It was always assumed that if the taxes were not paid, the required amount could easily be realized by selling the property against which they were assessed. There was no question as to the possibility of selling any property at a price equal to the taxes levied upon it as long as urban land values were rising as they did until the apex of the boom was reached in 1913. Subsequently fear of lowering values generally, which would have had the effect of reducing assessed values for rateable purposes, led to putting off tax sales from year to year. The moratorium in some Provinces was also a factor. This led to an accumulation of tax arrears against which, as a temporary expedient, loans from banks were obtained and certificates of indebtedness sold. Meanwhile sinking funds were not kept up in accordance with the by-laws providing for them, and in a number of cases they are seriously short of the required amount. One British Columbia village, with a population of 800, shows a shortage of \$60,000 on sinking fund account, and an Alberta city one of over \$2,000,000. In both cases, however, if the taxes levied could be collected, the deficits would be fully covered. Other instances could be enumerated, and they are sufficiently general to justify the now more common practice of investors in insisting upon instalment bonds, or the repayment of some principal every year. On the other hand, there are instances of care and prudence in maintaining the sinking fund intact, as in Winnipeg, where the management of the fund in recent years has rounded to the credit of the city.

Putting off tax sales did not prevent severe declines in land values, and the consequent lower assessment values made it necessary to increase the tax rate in order to produce the amount levied. Cities found themselves in the position of having arrears in some cases four times the amount of their annual tax levy, and temporary loans running into millions, and in addition were unable to collect more than a small proportion of their tax arrears by the forced sales to which they finally had to resort. The result is that some have already reached a position of difficulty from which some escape must be found, and for that purpose the Alberta Legislature passed a measure with the euphonious title of "An Act to Ameliorate the Financial Conditions of Municipalities." While the arrears of uncollectable taxes are held to be the main cause of the difficulties, the "tap root" of them was fed by the

Continued on page 54.



## Leading Municipal Men

By AJAX.



**MAYOR PRIEUR, of Pointe-aux-Trembles.**  
Secretary to the new Quebec Municipal Union.

The election of Mayor Prieur, of Pointe-aux-Trembles to the position of Secretary of the new Municipal Union of the Province of Quebec brings into the limelight for the second time truly a remarkable man in the municipal life of the country. The first time Mr. Prieur's name was brought into prominence was through his housing scheme, which has not only proved successful in itself but has been the means of convincing doubting Thomases that as business propositions well built communities, with all the latest devices appertaining to health and beauty, need not be failure. . . . . But this is anticipating. . . . .

It is eighteen years since Rosalre Prieur located himself on the spot on which the mayoral residence now stands, that is his own home. How much he was influenced by the beautiful surrounding of that day we know not, but certain it is that this man dreamed of the potentialities of community life, and determined that so far as in him lay he would make the potentialities into realities. In this he has been eminently successful. He not only saw the then parish of Pointe-aux-Trembles grow first into a village and then a town but took a large part in fostering the growth. He became in turn Alderman, Chairman of the Financial Committee and Mayor. Since he has had a voice in the government of his adopted community Mayor Prieur has by his influence and energy practically built a new town. The sewerage works, roads and sidewalks, and lighting system of Pointe-aux-Trembles have been built up proportionately so that to-day every civic movement started by the local authorities is backed up by the citizens. But what stamps Mayor Prieur as an exceptional man in the civic life of Canada is that at a time when Town Planning was not so popular as it is now, and the Housing problem had not forced itself on the minds of the people, he planned and worked out the housing scheme mentioned in this article. Had Mayor Prieur's scheme been put into practice in other Canadian communities some two or three years back about the time he was working out his scheme in Pointe-aux-Trembles, there would not have been the shortage of dwellings for the workers that there is to-day in every industrial centre. What then is this housing scheme and what progress has been made? To

answer the question briefly one would say that under the Provincial laws a working man's society was formed, and the necessary capital raised by bonds, guaranteed to the extent of 85 per cent by the municipality. A tract of land was bought, laid out, and so far sixty-five dwellings have been built, every one of which has a tenent. But there is a difference between the Pointe-aux-Trembles Housing scheme and other housing schemes that we know of. And the difference is this. That whereas most other communities built on a wholesale plan have a barrack like appearance outside with internal designs that, to say the least, are not conducive to the comfort of the tenents, the community houses at Pointe-aux-Trembles have not only pleasing outside appearance but are so arranged inside as to give the acme of comfort to those who live in them.

Mr. Prieur's town planning and housing ideas may be summed up in the following altruism that every family, however poor, have the right to descent home, and that it is the duty of those that have the opportunity and authority to see that only decent homes are provided. And no one can deny the fact that he has put his gospel into practice. Mayor Prieur is still a young man. This, together with his determination to give the whole of his time to the building up of the new Union of which he is Secretary, is an assurance for its success.

### CITY OF OTTAWA INCREASES SALARIES OF MAYOR AND CONTROLLERS.

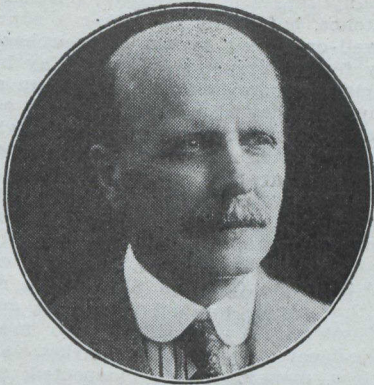
The City of Ottawa Council on the initiative of the aldermen, has decided to increase the salary of the mayor from \$4,500 to \$6,000 and of the four controllers from \$1,500 to the limit allowed by the municipal act, \$2,500. The aldermen get \$300 per year, the amount being limited by the act. It is suggested that the Board of Control reciprocate by asking legislation to permit a higher sum being paid to aldermen.

### LINE DOWN CENTER OF PAVEMENT AND SAFETY ON HIGHWAYS.

Marking a line down the center of a paved street or country road has a strong tendency to prevent automobile accidents. With such a line psychology plays an important part in causing the drivers of cars to unconsciously keep on the right side of the road. Drivers of approaching vehicles have a stronger tendency to keep at a safe distance apart. The decided advantage of the center line mark was first noticed on the Baltimore-Washington road where the concrete road surface was built out half at a time, leaving a clearly defined line at the point of juncture. It was noticed that drivers almost universally kept to their own side of the road whereas on unmarked roads there was an almost universal tendency to drive in the center of the road and that in approaching and passing vehicles the tendency was to allow the smallest margin in clearance possible. Chief Engineer Mackall of the Maryland State Road Commission and C. M. Upham, State Highway Engineer of Delaware both plan, after observing results on the Maryland road, to paint a black line down the center of their paved state roads.—Iowa State Highway Commission Service Bulletin.

Dorsey W. Hyde, Jr., has resigned as Librarian of the New York Municipal Reference Library to accept a position as chief of the Motor Truck Research Bureau of the Packard Motor Car Co. of Detroit, Mich. The Bureau will be a new development of the company's service aiming at the collection and classification of all data pertaining to transportation problems and their solution. Mr. Hyde will be succeeded at the Municipal Reference Library by Miss Rebecca B. Rankin who has served as Assistant Librarian during the past year. Miss Rankin is a graduate of the University of Michigan and of Simmons School of Library Science, and has served previously as Librarian of the Washington State Normal School and as Assistant to the Director of the New York Public Library. a a a





**MAYOR McLAGAN**  
(City of Westmount) Vice-President of the Quebec  
Municipal Union.

#### IMPORTANCE OF GOOD HOUSING.

"I have systematically tried to turn fiction to the good account of showing the preventable wretchedness and misery in which the masses of the people dwell, and of expressing again and again the conviction, founded upon observation, that the reform of their habitations must precede all other reforms, and that without it all other reforms must fail."—Charles Dickens.

#### THE TRENTON IDEA.

What is the "Trenton idea." A couple of years ago forty business men of Trenton, a small town in Missouri, got together to discuss methods of improving their town, of building up a bigger and a better business for themselves. The conclusion they came to was to "Get acquainted with your neighbor; you may like him."

Adopting this phrase as a slogan, pennants were got out and put up in every home in the town, and the people came to realize that this was a general movement for the good of the community. Instead of spending large sums to bring factories to their town, they started in to help develop the business of the factories already there; instead of sending money to far away mail order houses, they spent their money in the stores in the town, and instead of putting a barrier between the farmers of the vicinity and the townspeople and merchants they made the country folks citizens and treated them as such.

The first big boost to the "Idea" was a banquet given by the Commercial Club to the merchants and farmers of the town and vicinity. They were made friends; they got to know each other better. Out of this grew a campaign for good roads. On one certain day all the business houses of Trenton closed their doors, and all the male population able to work went out to help the farmers cure the bad stretches, and they used picks and shovels too. The club helped finance some new bridges on the roads leading to town; they cut out the "I" and made it "We"; and they gave co-operation where ever possible.

The dealers did not broach the trade question, but it came round to them alright. The freight agent said deliveries from mail order houses dropped off in three weeks twenty-five per cent, and town dealers said their business had certainly increased that much.—American Municipalities.

Municipal ownership of public utilities has been demonstrated to be successful. A word of advice, however, should be offered. Before undertaking to vote bonds for a municipal plant of any character where a private plant is already in operation, competent engineers who are experienced in appraisal work should be consulted.

No municipality should make the mistake of trying to establish a competing plant. Where a private utility already occupies the field, it is by all means advisable to purchase it as its fair appraised value, as the first step toward municipal ownership.

Criminality is acquired by imitation and example. It is not a natural or inherited characteristic. This is why so much stress is laid upon the environment of the child. Should we not then more earnestly and thoroughly than ever before devote ourselves to the moral education and protection of children.

#### MUNICIPAL OWNERSHIP.

Municipal ownership is as old as the human family, in spite of what may be said by others who advance other theories. From the time that man blazed the trees in the making of a common trail to be used by the neighboring tribes, and from the time that a common well was dug in the village for the use of all the inhabitants down to the present time, municipal ownership, or common ownership, as it were, has been an institution. And it is only when the profits that are to be taken by those of us who may be permitted to perform this service become excessive and the people take it back unto themselves, that we begin to hear so much about it as a new thing. It is not a new thing, it is a very old thing, this thing of performing for ourselves a service that we have been allowing others to perform at a profit. And the plan worked very well, until recently, (the past 20 or 25 years) when, not satisfied with legitimate profit, charges were doubled and dividends increased on over capitalization. Then we began to sit up and take notice and ascertain whether we could not do some of this service for ourselves.—C. W. Koiner.

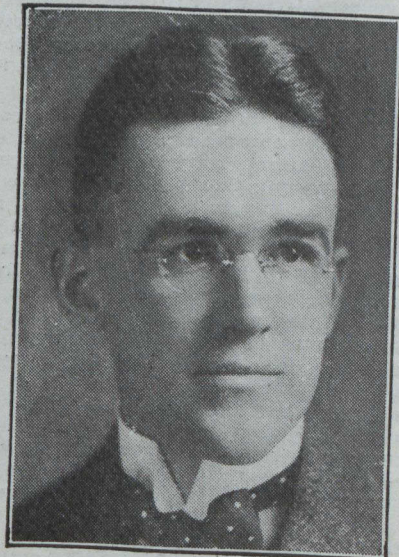
#### THE TRINIDAD ASPHALT LAKE.

The famous asphalt lake in Trinidad is the subject of an article in one of the United States commerce reports. The article records some borings made in the lake which have reached a depth of 150 ft.—the lowest yet obtained. The asphalt was found to be of the same uniform character as in borings higher up and in other parts of the lake. After completion, the deepest boring was observed to have shifted at the surface 25 ft. in six weeks, and a survey showed the movement to exist as deep as 100 ft., and there was a suggestion that the direction was reversed at a depth of between 25 ft. and 50 ft. The movement of the asphalt seems to be similar in many respects to the ascending and descending current in a kettle of boiling water. At the centre of the pitch lake there is an area of viscous asphalt, approximately 50 feet wide. Scattered about the surface of the lake are islands, often 300 ft. long, on which trees are growing. When removed these are found to consist principally of a thin layer of decayed vegetation and soil, seldom extending deeper than 3 ft.

#### NEW TOWN MANAGER.

L. Léon Theriault, who for the past three years has been in the service of the Provincial Department of Public Works, has been appointed town manager of Edmundston, N.B. He has been district road engineer in the five north shore counties. He graduated from the University of New Brunswick in 1909 and will enter upon his new duties on March .

Citizen friends of better government—and community organisations—may render real service to the cause of better municipal conditions by occasionally taking thought to recognize and show appreciation of acts of genuine public service rendered by officials.



**MR. H. B. HOW OF A. E. AMES & CO.**  
Who recently published a synopsis of the Finan-  
cial Standing of the Municipalities of Quebec.



## WHY MUNICIPAL UNIONS SHOULD HAVE A CENTRALIZING BUREAU AND CLEARING HOUSE OF INFORMATION.

Continued from page 48.

**10. Insurance Field for Economies:** Possibly the creation of a Municipalities' Mutual Insurance Company is too radical a departure for us to take up to-day, so it may be just as well to lay it over to some not too far in the future meeting, and discuss something in insurance of more ready application. Have any of the representatives present ever thought of the advantages of handling the city's insurance business under blanket policies issued by one responsible company? I thought of it, and I know some others have, and the city that then employed me saved considerable money thereby in the insuring of its boilers. The reason we insured the boilers was that the Legislature of the State of New York had thoughtfully passed legislation providing the privately-owned boiler insurance companies with a legal blackjack to use upon those who did not so insure, including cities. Incredible; but true.

**11. Insured Central Fire Station:** We discontinued insuring other city property soon after we found that our predecessors had actually been paying fire insurance on the Central Fire Station. It would have been better business, however, for us to insure all the city property in a Mutual Municipalities' Insurance Company such as I have suggested; for, while our risks were well distributed throughout the city, a still better balancing of the losses would be secured by like insurance covering many cities. Under such a plan, more just and more adequate preventative conditions would be exacted.

**12. Creating More Unemployment:** Now I know one criticism that will be levelled at what I have just said and at some of the things I have yet to say: It will create more employment. True, but the answer is that we should counterbalance that by creating more employment in other lines that are useful. There are plenty of things to be done, and some of these men should be performing well-managed necessary labors instead of labor made necessary by our poor management. One of the great defects of our social life to-day is that so many of us work ourselves to death performing labor that could easily be eliminated by efficient management without endangering the final results. Why dig holes just to fill them up again? This sort of making work gets us nowhere; we might just as well pay the same men and let them take a vacation.

**13. What is Real Conservatism:** In this same city, where I was then Commissioner of Public Works, it had been debated for many years whether or not the council should spend a certain rather large amount of money to build a reservoir which would insure a temporary supply of household water in case of a serious breakage of the pumps or main feed lines, and at the same time give a constant higher pressure for fire fighting purposes. This was bitterly opposed by some of the self-styled conservative citizens on the grounds of cost; for there was the usual civic complaint of high taxes ever growing higher. Some very conservative water works engineer had reported in favor of the installation, but neglected to state sufficient of the plain every day facts of the situation to convince the citizens. The report failed in its purpose.

**14. Spending Money to Save Money:** A young water works engineer,—appointed as superintendent of that department by me,—after studying all the former reports very carefully, becoming thoroughly familiar with the entire system of water supply and distribution, made a report which recommended the spending of a great deal more money than the former reports, one item of which was the building of the reservoir substantially as previously planned. The report was hailed as far too radical and the dream of the spendthrift; but, when this engineer proceeded to give his reasons, even the conservatives became radicals. He showed that the carrying out of his proposed improvements would result in a lowering of the fire insurance rates throughout the city,—which information he had already secured from the Board of Fire Underwriters,—sufficiently to save the entire cost of his proposed improvements in a few years. What applies to one city applies to many others. The Union could well devote its attention to spreading such ideas amongst its member cities.

**15. A Central Purchasing Bureau:** Another service that could be organized quickly, and which would at once begin to pay dividends in savings affected by the several municipalities, is a central bureau which could be used for purchasing many items of supplies. This service would

not abolish any separate municipal purchasing bureaus now in existence, but would be rather a super-bureau requiring a well-organized system of purchases in each member city for its proper working. Why have the purchasing officials of many cities getting data and prices on general equipment they all use, when it can all be done by one man; and why not buy collectively whenever it is possible to do better that way? The organization of proper purchasing systems for its member cities would in itself be a suitable field of activity for this Union, and one good man, who would by study and experience become particularly proficient, could be handed around from city to city like a well-seasoned pipe at a camp meeting.

**16. Small Buying a Game of Chance:** A merchant once said to me that people would not buy his goods if he did not charge high prices. What he really meant was that when what appeared to be good market values were offered for less money, buyers suspected there must be some hidden defect in the goods. On the whole, such buyers are right. When the transaction is not sufficiently large to warrant the spending of time and possibly money in making an examination careful enough to justify cancelling their suspicion, and, as the rule of law is still "Let the buyer beware", they turn down such undervalued goods on general principles. It may be to their loss, in many others, they have actually saved money by this caution.

**17. Large Buying More Scientific:** Through a central organization, each municipality will be better able to look its latest "gift horse" in the mouth, for the collective transactions of all the cities in any one article which is offered in the municipal market will be of sufficient moment to warrant the spending of a little money on investigation and study. In no line, I think, is this more true than in my own; for were a careful engineering report secured by such a Union as this upon certain pavements which are being laid, and copies submitted to the various member cities, I think that pavement promoters would grow less fat and municipalities go less into debt and occasionally into a state which approaches bankruptcy.

**18. Co-operative Administration:** Such a bureau, be it purchasing or any other, should have as its board of directors the purchasing or other interested officials of its member cities, and the super-purchasing agent should be their employe—not their boss. Much greater efficiency in many cases, comes from the bottom up, and I am inclined to think that the success of the Union of Quebec Municipalities is largely going to depend upon whether or not those entrusted with its launching will properly understand this principle and use their best energies in setting it to work. These are not days to talk of abandoning the principle of Home Rule for cities, even for the purpose of forming a municipal union. One ounce of voluntary effort is worth a pound of forced co-operation; and especially is this true, I think, in Quebec, where we have problems of difference in race and religion which can only be adjusted satisfactorily by reciprocal good will and tolerance which must come spontaneously from the individual.

**19. Dealing With Professionals:** One great value the Union will have for its member municipalities will be in supplying them with reliable information and advice when they have to deal with professionals, especially from out of town; and here the engineering profession, of which I am a member, is principally involved, though the lawyers and the doctors also come in for their share of municipal work, and the latter should come in for much more than they do at present. It may be true that when the Union attempts to handle engineering matters for the member cities, if great care is not exercised, there will be a slight danger of injustice to some of the profession; but I do not think this danger is to be compared to that which the cities encounter when they go out, unaided, to seek engineering or other professional advice and services. High class engineers are frequently not nearly so good at selling their wares as some other engineers who would do the country much less harm as commercial travelers.

**20. Shysters Will Have Hard Time:** There are, as we all well know, shysters in all the trades and professions to-day, for our present social systems seems to encourage and reward their efforts in many directions. Somehow, business shysters do not seem to be regarded with such contempt by the public; but professionals who shyster are probably fuller of this despicable creature than any other; but the doctor's ranks are well honeycombed with the quack, and, I am sorry to admit, the engineering profession is not without its sins. Under the plan of co-operative administration I have already outlined, where the engineering bureau would be in the hands of the

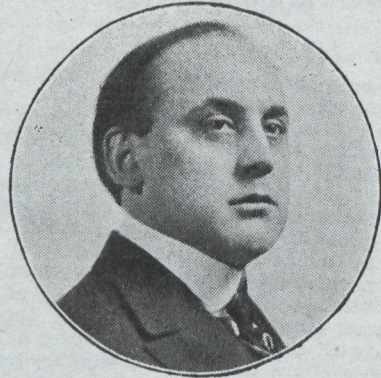


**CANADIAN MUNICIPAL STATISTICS.**

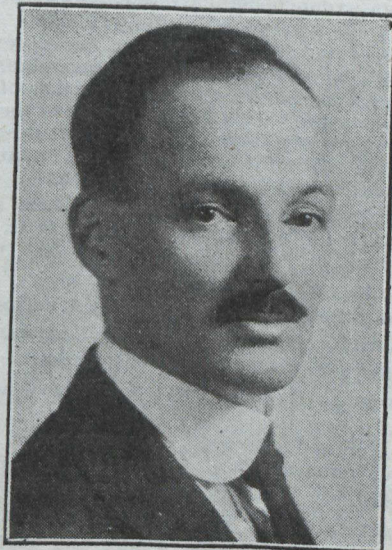
Messrs. Wood, Gundy & Co., the well-known municipal bond dealers of Toronto, Montreal, Saskatoon, New York and London, have for years compiled and published under the title of "Canadian Municipal Statistics" an annual epitome of the financial statistics of each urban and county municipality in Canada. In addition each issue has contained a summary of municipal laws particularly as they refer to debentures of the several provinces of the Dominion. These Statistics have proved of such estimable value to municipal councils, investors, etc., that the firm this year determined to add to their usefulness, by preparing and enclosing a coloured map for each province. The result is a remarkably compact and well bound volume, full of valuable and reliable information that cannot help but be appreciated by those fortunate enough to secure a copy.

What the exact cost of printed copies of "Canadian Municipal Statistics" is we dont know, but this we do know from our own experience in the publishing business, that the cost of securing the information and then compiling it, the preparing and printing of the maps, and the printing and binding of the complete work must have been enormous, and great credit is due to Messrs. Wood, Gundy & Co. for the completeness, and we hope the success of their enterprise. There is no other publication of its kind in the world that is so well prepared and we would advise every student of municipal affairs to secure a copy if possible.

**OFFICERS OF THE UNION OF QUEBEC MUNICIPALITIES**



MAYOR BOUCHARD of St. Hyacinthe, 2nd Vice-President, late President of the U. C. M.



MR. P. N. VERGE, Treasurer of the City of Quebec, Director.

**WHY MUNICIPAL UNIONS SHOULD HAVE A CENTRALIZING BUREAU AND CLEARING HOUSE OF INFORMATION.**

Continued from page 52.

engineers.—subject, of course, to the general administration,—it seems to me the shyster would have a much less rosy path than he has to-day.

21. **Responsibility for Poor Work:** Now every instance of poor engineering work does not indicate that the engineers involved were shystering. Like every other trade, its members have to do the best they can in the environment in which they find themselves. The average city engineer is the poorest paid and the most unreasonably treated human being on earth. As one man said to me not long ago: "We go through the University and get a diploma, the position of City Engineer of some small city is soon open to us for the reason that the salary is so small that no man of ability plus experience will accept it, then the members of the City Council think that we, because we have a diploma which is prima facie evidence that we know something of the general principles of engineering only, should be able to tackle any problem whatsoever without specialized assistance."

22. **The City Engineer's Dilemma:** Said another young City Engineer to me one day: "I appreciate very much this information you have given me as a courtesy from one engineer to another. I wish I could get my city to retain you as my consultant in this matter, but what am I to do? If I should say that I did not know enough about this work to do it without the assistance of an outside engineer, and suggest the payment of a fee for your service, my council would think I couldn't be a very good engineer and I'd be fired at the first opportunity." Now here was a man of great knowledge: He knew how much there was that he did not know. Yet he could not put his most valuable knowledge at the service of his city for fear they would fire him. Education along this line is needed, especially by new City Councillors, and we think the Union could well undertake the work.

(Continued in next issue.)



CHAS. F. FURSE, Quebec Savings & Trust Company, Treasurer.



## AFTER THE WAR PROBLEMS OF WESTERN MUNICIPALITIES.

Continued from page 49.

high hopes of boom times which led to lavish expenditures and borrowings. "Pay as you go" plans under which many of the western urban centres in the United States obtained the funds needed for their growth were regarded as obsolete, and as long as they were able to do so, the municipalities borrowed. Under these conditions, when lenders could be found, some very extraordinary expenditures were made and many fads exploited. Those familiar with many towns and cities in the West, which but a very short time ago were mere hamlets with the rudest conveniences bearing evidence of haste and of their temporary character cannot but admit that they are now well equipped with such public conveniences as pavements, bridges, water systems and modern sanitary services. For the money spent there is much to show and it will serve for a long period. At the same time there is evidence enough of capital expenditures of a wasteful character that has been given so much publicity that lenders and borrowers alike have become more cautious.

Unnecessary expenditures, made to meet developments which in the pre-war period were regarded as being as being more than probable, account for much of the difficulty that has arisen. Particulars are given below showing precisely how one town with a population of about 400 utilized the money it borrowed. The numbers of the paragraphs correspond to those of the relative debentures.

1. For roads and market. Roadwork done satisfactorily but property for market handed back to G. T. R. No real asset exists.
2. For water wells. No asset remains.
3. For exhibition grounds. Asset still exists.
4. For nuisance grounds. Asset still exists.
5. For sidewalks. Sidewalks constructed.
6. For firehall. Building erected and used as municipal office.
7. For water and gas wells. Casing pulled from wells, and no asset remains.
8. For grading. Grading still in evidence.
9. For deepening gas well. No asset remains.
- 10 and 11. For waterworks. Boiler and engine sold and all that remains is hydrants connected.
12. For industrial site. Property that remained handed back to original owner and no asset remains.
- 13 and 14. For natural gas. Gas wells become flooded with water and all work abandoned. Casing pulled down and no asset remains.
15. For industrial site. See No. 12.
- 16 and 17. For fire equipment which still is on hand.
18. For natural gas. See Nos. 13 and 14.
19. For hospital. No asset exists.
20. For ditch. Work done.

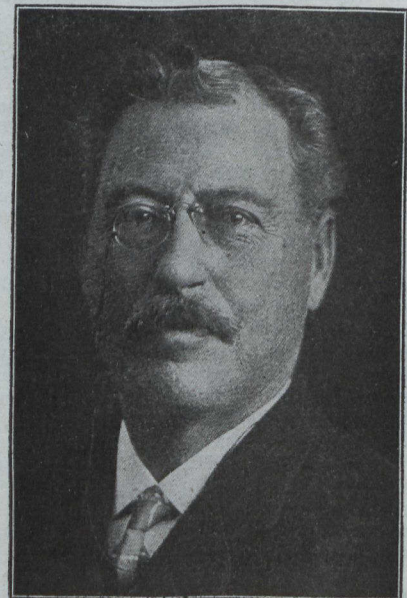
The foregoing is an extreme case, and, although the town finds itself in difficulties, the citizens are not trying to avoid their responsibility, but are seeking to obtain an extension of time by placing their case before the Alberta Municipal Finances Commission. This case is typical of others that will be dealt with, all of which have arisen through expenditures that were, to say the least, of a speculative character, and therefore lend themselves to regulation by Provincial Governments. For some years it has been realized that the spirit of the youthful communities in the West has been so hopeful as to lead them into extravagances, and to prevent this there is now a public utilities commission in Alberta, a local Government Board in Saskatchewan, and in other provinces of Canada legislation has been adopted which is designed to keep local expenditure within reasonable limits. These measures usually come "after the horse is stolen," but they have already laid a restraining hand upon capital expenditures. If public opinion is kept alive, these bodies and these new measures will do much towards preventing municipalities entering upon speculative undertakings or unduly anticipating the future.

During the period following that in which expenditures were on so large a scale, when land values began to decline and the taxes collected represented a diminishing proportion of the total levied, the common practice was, as previously intimated, to go to the bank and borrow.

The prevalence of war conditions and the moratoria in force lent weight to requests for temporary aid to meet debenture payments, and hopes that delinquent tax payers would pay were always strongly held. As, however, in many cases tax delinquency increased contrary to these expectations, the temporary loans made from year to year increased until a point was reached where, in the interest of all parties, more satisfactory arrangements became advisable. Thus, in some cases where bank advances have reached a dangerous total and one that cannot conveniently be retired out of current revenues, relief is being sought by funding the debt. An arrangement of this character causes the least alarm to the other creditors of a municipality thus circumstanced, providing that the tax levy and other sources of revenue are sufficient in future to take care of fixed and current charges. The Alberta Commission has already asked the bondholders to consent to one such arrangement and the consent has been given. It may be again pointed out that any arrangement approved by the Commission must, before it becomes effective, have the assent of the holders of three-fifths in value of the debentures outstanding against the municipality concerned.

The establishment of a mediating body such as described, may prove to be effective in putting the affairs of erring municipalities into better shape and in securing better management. Its business, however, is limited to providing remedies for existing troubles, but recently established bodies such as the local Government Board of Saskatchewan and the Public Utilities Board with corresponding powers in Alberta and British Columbia, and the legislation providing for better supervision and administration, are preventives which already give promise of placing the general credit of municipalities throughout Canada on as high a plane as it occupied prior to the war. Already within a year after the war, the populations of our Western cities, towns and villages are increasing, their taxes are being better paid, and property values are firmer. Under the legislative and administrative restraints to which they are now subjected, capital and expenditure is likely to be kept within reasonable bounds. It is worthy of note that, as compared with 1913, the number of water, electric light, gas and other services has very largely increased and charges for them have also increased. The disposition to make each class of service self-sustaining is stronger and less regards is paid to flattering the vanity of municipal ownership advocates by fixing comparatively low rates which, unfortunately in so many cases, did not yield an amount sufficient to take care of interest and depreciation. This is but one of the many indications of growing sobriety in municipal administration which will tend to eliminate troubles such as necessitated the creation of the Alberta Municipal Finances Commission.

—Journal of the Bankers Association.



JUDGE CHOQUETTE of the Montreal Juvenile Court. One of the most successful judges of child delinquents on this continent.



Index to Principal Contents  
OF THE

Canadian Municipal Journal

January to December, 1919

A REVIEW OF CANADIAN CITIZENSHIP.

FREDERICK WRIGHT Editor.

MONTHLY

VOLUME XV

MONTREAL

A		Cheap Coal in Canada.....	395	Garden Cities for Soldiers (Editor)	330 and 361
Agriculture and Industry.....	14	Commissioner Government (Coun. Gillespie).....	397	Government of a Municipality by a Commissioner (Coun. Gillespie)...	397
Accountants and their Duties.....	58	Co-operation Wanted (Sir John Willison).....	297	Government of a Municipality by Council and Manager (J. J. Garment).....	400
Alberta—Municipal Affairs in (John Perrie).....	236	D		Good Road—What is a.....	414
Alberta and its Municipal Minister (G. P. Williams).....	243	Democracy Safe for the World—To Make (Hon. W. S. Fielding).....	57	H	
Active Vision and its Development (J. O. Gordon).....	277	Daylight Saving.....	105	Homes for Soldiers.....	21
Advertising Municipalities.....	314	Dominion Health Dept. (Editor)...	108	Housing in England.....	45
Government Appointed Municipal Commissions.....	362	Dominion Highways Bill.....	109	Housing Problem (Mayor Prieur)...	48
Assessment of Land Values (Thomas Adams).....	367	Dominion Government and Ottawa (Mayor Fisher).....	114	Housing Schemes—Municipal (E. T. Sampson).....	50
B		Duty towards our Soldiers—Our (Editor).....	146	Homes to Retain Farm Labour....	53
B.C. Municipal Convention (Editor)	42	Dominion Industrial Council.....	193	Harper—The Late Dr. J. M.....	75
Bell Telephone Inquiry (Editor)...	42	Dominion Health Dept. and the Municipal Councils.....	266	Highway—A Country.....	77
Back to the Home Town.....	57	Dominion Income Tax (Editor)....	392	Housing Policy of British Government.....	93
Billboard Nuisance.....	80	E		Housing and Social Statutes of Workers (Editor).....	107
Bayne, J. N.....	106	Electric Generation and Distribution	113	Highway—A National (Editor)....	110
B.C. Municipal Act.....	109	Etnics of Civic Government (Dr. J. M. Harper).....	150	Housing Schemes (J. W. McMillan)	112
Building Material Tests (E Mavaut)	209	Economy, Confidence to Expansion (Sir John Willison).....	192	Housing—Director for Quebec....	149
Bolshevism.....	274 and 300	Equities Make Values.....	196	Housing Project of Federal Government.....	160 and 208
Board of Commerce—The (Editor)	300	East and the West (Sir John Willison).....	247	Housing Scheme and Returned Soldiers (Editor).....	239
Bonus Evil and its Effects.....	303	Educational Free Films.....	365	Housing Problem—The (Editor)...	260
C		Essentials of Town Planning (N. Cauchon).....	407	How an Old City is Governed in England.....	237
Canadian Indian and Citizenship..	13	Engineers and Engineering.....	409	Housing Problems in Great Britain.	272
Canadian Association for Prevention of Tuberculosis.....	17	F		Housing Question in West (Thomas Adams).....	239
Canadian Municipals and their Market (James Murray).....	29	Fair Price Committees.....	28	Housing Scheme in British South Africa.....	239
Collection of Taxes (Com. Bradshaw)	29	Fire Protection and Prevention (A. C. ausse).....	60	Highways—High Cost of Poor....	274
Canadian Cities as Foster Parents (John Kidman).....	49	Food Board—The (Editor).....	74	Hydro-Electric and Municipal Cooperation (Editor).....	298
Child Labour in England.....	77	Fire Burns in Canada.....	82	Housing in Great Britain and Canada (Editor).....	298
Chlorine Treated Water.....	87	Five Cent Fare—Fate of (D. W. Hyde).....	118	Housing Problem in Great Britain (W. A. Appleton).....	505
Civic Pride and Beauty (Editor)...	107	Filter Land.....	139	High Cost of Living.....	346
Capital—Labour—The Community (Editor).....	108	Fisheries—Municipal Councils and (F. W. Wallace).....	154	Housing—Practical (Thomas Adams)	359
Constructive Policy of Quebec.....	141	Fire Protection (A Chausse).....	205	Hospital and the Community—The (Dr. Mac Eachern).....	403
Capital and Labour—Their Responsibility to the Community (Frederick Wright).....	148	Fraudulent Weights and Measures (Editor).....	265	I	
Civic Plan for Street Trees.....	151 and 201	Fire Drill.....	249	Interesting Award.....	44
Cities and Reconstruction—The (Francis Hankin).....	152	Flower City—The.....	297	Industrial Conference and the Municipalities.....	267
Chemist and Industry—The (T. Lindsay Crossley).....	162	Fire Prevention.....	305	Illegitimate Child—The (Dr. Hastings).....	275
Cost of Living Committee.....	196	Food Cost.....	311	Industrial Councils (Frances J. Hankin).....	244 and 276
City and Reconstruction—The (R. O. Wynne Roberts).....	200	Fire Prevention Day (Editor).....	330	Infant Mortality.....	304
City Planning and its Meaning (G. W. Hayler).....	270	Fundamentals and History of Municipal Government (Dr. H.E. Britain).....	369	Industrial Conference—National (Editor).....	330
Community Clubs (F. C. Middleton)	229	G		Industrial Conference and the Municipalities.....	364
Civic License—New.....	271	Good Roads.....	19	K	
Cost of Living—Reduction in.....	273	Give Kiddies a Chance.....	197	Kill the Land Shark (H. Bragg)....	377
Citizens and their Making.....	383	Good Roads Congress (Editor)....	195		
Citizens Research Institute of Canada.....	304	Good Roads in Canada (Editor)....	297		
City Planning for Utility.....	313	Good Roads—Why I Believe in....	301		
Canadianization (Editor).....	329	Great Monument to a Great Canadian (Frederick Wright).....	308		
Civic Administration (Editor).....	363				
City and Town Planning.....	368				
Civic Authorities and the Citizens	397				



## L

League of Nations (Dr. J.M. Harper).....	44
Lesson for Canadian Cities (W. D. Lighthall K.C.).....	49
Local Committees for Veterans.....	59
Labour in Quebec (P. T. Davis).....	143
Legislative Work of U. C. M. (Fred Cook).....	333
Local Taxes and Grand Trunk Deal.....	362
Lectures on Municipal Government.....	379 and 395

## M

Municipal Authority and Responsibility (Editor).....	12
Montreal's New Government System (Howard S. Ross K.C.).....	—
More Co-operation Wanted (Editor).....	42
Municipal Officers and Commissioners (Editor).....	43
Municipal Theatre Wanted.....	47
Municipal Government (Sir John Willison).....	78
Municipalities and Repatriation (Harry Bragg).....	80
Municipal Dept. of Repatriation Committee.....	87
Monuments to Soldiers.....	88
Municipal Creed—A (T. H. Hunkley).....	111
Municipal Bakery—A.....	111
Municipal Reconstruction.....	145
Municipal Ice Plant.....	197
Memorials—Selecting.....	199
Municipalities and the Dominions Resources.....	206
Municipal Representation at the Industrial Conference.....	267
Municipal Government in Quebec (Oscar Morin K.C.).....	268
Municipal Railway Pays.....	284
Municipal Statistics in the Province of Quebec (G. E. Marquis).....	302
Municipal Salvage of House Refuse.....	309
Municipal Trading (George Bernard Shaw).....	310
Municipal Borrowing (J. N. Bayne).....	315
Municipal Union—Its Necessity (Clinton Rogers Woodruff).....	326
Municipal Union for Quebec.....	331
Municipal Dept. of Alberta (John Perrie).....	340
Municipal Subsidies to Industries.....	347
Municipal Home Rule.....	366
Municipal Unions (Arthur Roberts K.C.).....	368
Municipal Government—Its History (Horace H. Brittain).....	370
Municipal Problems.....	372
Municipal Government—Lectures on.....	379 and 395

## MUNICIPAL FINANCE

JAMES MURRAY

Market for Canadian Municipals.....	29
Collection of Taxes.....	29
A Model Report.....	31
City of Regina Report.....	32
Successful Municipal Ownership.....	59
Refused Borrowing Powers.....	91
Hitting Back.....	91
A Better Understanding.....	123
Cities of Outremont and Westmount.....	256
Toronto Bureau of Municipal Research.....	256

## N

New Democracy and Municipal Government (Editor).....	13
Nationalization of our Railways (Editor).....	43
National Debt—A (Arthur Hair).....	52
National Highway—A (Editor).....	110
National Reconstruction (Com. C. J. Yorath, C.E.).....	156 and 204

National Industrial Conference (Editor).....	330
--	-----

## O

Ottawa and Dominion Government—City of (Editor).....	105
Ontario Hydro-Electric (Editor).....	106
Ownership of Overhanging Trees.....	113
Ontario—Municipal Progress in.....	159
Old and the New (Hon. Walter Mitchell K.C.).....	198
Obligations—Respect our (Sir John Willison).....	323
Ontario Hydro-Electric.....	376

## P

Passing of a Great Citizen (Editor).....	1—73
Public Health Officers (Editor).....	1—73
Proportional Representation (A. K. Hatton).....	84
Prohibition—Does it Prohibit (Editor).....	106
Police Patrol Systems (E. E. Salisbury).....	121
Post War Reflections (J. A. Paulnus).....	155
Pointe-aux-Trembles P.Q.....	164
Public Retail Markets (Editor).....	195
Peace Changed with Hope (Editor).....	234
Period of Re-adjustment.....	247
Post-Bellum Period.....	248
Practical Assessing (H. Bragg).....	251
Police Strikes (Editor).....	300
Proportional Representation.....	312
Provincial Municipal Unions (Arthur Roberts K.C.).....	337

## Q

Qubec Municipalities—Union of.....	13
Quebec Province—Construction Policy.....	141
Quebec and its Municipalities (J. B. How).....	285
Quebec—Municipal Union for.....	331

## R

Repatriation Committee (Editor).....	11
Regina Street Railway.....	15
Reconstruction and Urban Transportation.....	46
Raise Standard of Living Conditions (Thomas Adams).....	51
Revised Railway Act (Editor).....	75
Road Making—Essentials of.....	71
Roads in Japan a Success.....	143
Responsibility of Capital and Labour to the Community (Frederick Wright).....	148
Roads a Commercial Asset—Good (Chas. A. Mullen).....	152
Reconstruction and the Citizen (Francis Hankin).....	153
Reconstruction—National (Com. C. J. Yorath, C.E.).....	156 and 204
Revised Railway Act (Editor).....	194
Roads Congress—Good.....	195
Repatriation—Your Place in.....	197
Road Material Surveys.....	207
Revised Railway Act (Editor).....	235
Roads Campaign for Good (Editor).....	297
Red Cross Work in U.S.....	250
Roads as War Memorials.....	301
Roads—Why I believe in.....	301
Resurfacing Old Roads (W. D. Uhler).....	308

## S

Social Diseases and Public Health (Hon. Dr. Mc Lean).....	17
Social Evil—The (Editor).....	74
Social Statues and Housing (Editor).....	107
Summer Sings (Mrs. H.M. Dermott).....	111
Saskatchewan—Municipal Progress (J. N. Bayne).....	117
Ste. Hyacinthe, P.Q.....	144
Soldiers' Garden Village.....	157
Statesmanship and Citizenship—Unselfish (Editor).....	233

Slums and their Cleaning.....	307
Safety on the Streets.....	308
Sir Adam Beck and Hydro-Electric.....	361
Social Welfare and Municipal Councils.....	362
Slum Problems.....	365
Saskatchewan and its Municipal Dept. (J. J. Smith).....	370

## T

Town and Rural Planning (Thomas Adams).....	48
Taxes in England (W. A. Davies).....	54
Town and Rural Planning—Need for (Thomas Adams).....	83
Town Councillors (Lord Rosebury).....	111
Terminal Congestion.....	243
Town Planning Institute.....	247
Town Planning—Compulsory.....	275
Town Planning Scheme—Comprehensive (Editor).....	235
Taxes—Their Collection (T. Bradshaw).....	283
Telephone Construction—Rural.....	299
Town Planning and its Essentials (Noulan Cauchon).....	370
Tuberculososes and its Elimination (Reive Bridgeman).....	399
Town Planning in Saskatchewan (Dep. Min. J. J. Smith).....	409

## U

Union of Quebec Municipalities.....	13—300
Union of Canadian Municipalities.....	77—109—202—332
U. C. M. and its Development (Editor).....	260
Unightly Billboards.....	273
Undeveloped Water Powers (A. Amos).....	342
Union of Municipalities of the Province of Quebec (Editor).....	394

## V

Visit of Prince of Wales.....	266
Valedictory of W. D. Lighthall K.C.....	335

## W

Workmens' Cottages.....	13
Welcome—A Real (Editor).....	41
Winnipeg and its Troubles.....	45
Whitley Report.....	76
Women and Municipal Government (Editor).....	146
Wanted Man and Woman Power (John Redman).....	161
Winnipeg Strike—The (Editor).....	195
Wages Under Municipal Ownership.....	211
Woodruff Clinton Rogers.....	233
Workers' World.....	249
Weights and Measures.....	278
War Memorials.....	306
Women Police Officers.....	371
Winnipeg and its Municipal Election.....	383

## Z

Zoning Cities for Tomorrow (W. J. Donald).....	389
--	-----

## CONVENTIONS

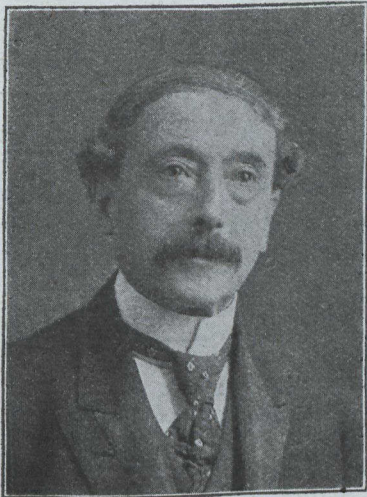
B.C. Convention.....	16 and 396
Executive Meeting U. C. M.....	77
Canadian Good Roads Congress.....	122
U. C. M. Convention.....	332

## BOOK REVIEWS

The Cow Puncher (Robert Stead).....	56
Sauce of Femine Achievement (Dr. A. N. Dorland).....	237
Industry and Humanity (Hon. W. L. MacKenzie).....	249
Boy Scout Handbook (Gerald H. Brown).....	278
What of the City (W. D. Moody).....	280
Wake up Canada (C. W. Peterson).....	280
Canadian Parliamentary Guide (N. P. Price).....	280
Pools Billiards and Alleys (J. J. Phelan).....	280
Canadian Annual Review (J. Cantell Hepkins).....	378



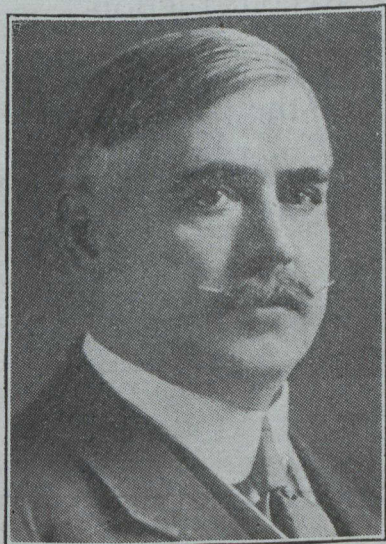
MUNICIPAL MEN WHO ARE FEDERAL LEGISLATORS



SENATOR DAVID,  
Ex-City Clerk, Montreal.



J. B. HUNT, M.P.,  
Mayor of Bury, Warden of Compton County, P. Q.



GUSTAVE BOYER, M.P.  
Mayor of Rigaud, P.Q.

THE PUBLIC UTILITY PROBLEM.

Public utilities, including water supply, artificial lighting by gas or electricity, street railway transportation, and to a certain extent telephone communication, have been an outgrowth of urban needs and urban opportunities. These utilities are primarily developments of city life. They are special means of co-operation by which the normal disadvantages of city life are in part overcome and by which the normal advantages of city life are better utilized than they could otherwise be. Public utilities are means of protecting health, minimizing danger from fire, preventing crime, cheapening industrial processes, facilitating social intercourse, and providing certain common necessities that cannot be conveniently distributed except by means of unified systems of pipes, wires, and other facilities which are connected with individual buildings where men live or work or which are easily accessible to them. It is in the nature of public utilities that they must use the public streets as rights-of-way for their distributing systems. The public streets are in an important sense the symbols of Democracy. They represent the common property and the common rights of the entire population. It is obvious, therefore, that if special privileges in the public streets are given to any individual or group of individuals, the common rights must be jealously safeguarded by the requirements that as a price of the privileges granted those who receives them shall perform a public service, subject in every reasonable way to public regulation. In the course of the development of public utilities, competition has often been tried as an apparently easy method of insuring good service at low rates, but this method has proven a failure in the long run because a public utility serving a given urban community can be operated most efficiently and economically as a monopoly, and competing enterprises of this kind almost universally have been forced by economic law or economic opportunity into consolidation, with the result that the consumers have found themselves compelled to carry the burden of an excessive investment represented by duplicate plant and equipment.

The control of public utilities, so long as they remain essentially an urban phenomenon, is normally an urban problem. In cities where it was recognized that competition could not take the place of governmental regulation, public control in the early years took the form of conditions attached to the consent of the municipality for the special use of the streets. In many cases, the municipal franchise for a public utility was a formal and elaborate contract stipulating the character and extent of service, the rates at which service should be rendered, and even reserving to the municipality certain specific and continuing powers of regulation in addition to the normal police powers exercised by the municipal council under the terms of the city charter. The granting of franchises has been a prolific source of political corruption and scandal. This has resulted from a misconception on the part, both of the utility promoters and of the city officials, who were dealing with them, of the essential nature of public utility services. These services were regarded as a legitimate field for private exploitation, and the right to use the streets was granted on the theory that they were to be used as a basis for speculative enterprises with the hope of large profits. The enforcement or lack of enforcement of the rights reserved to the city under franchises thus granted became almost as much a source of scandal as the granting of the privileges originally. It became a by-word among students of municipal government that the provisions of a public utility franchise favorable to the grantee would be enforced to the letter, while the provisions favorable to the public could never be enforced successfully if they ran seriously counter to the grantee's interests.

FARMERS OF QUEBEC STARTS TELEPHONE COMPANY.

The Farmers' Telephone Company of Howick Station, Quebec, has been incorporated under provincial letters patent to erect, operate and develop a telephone service in a number of rural districts near Montreal with a capital stock of \$200,000.



# A SUGGESTION

---

In wishing the best of success for the coming year to the new councils of Canada the **Canadian Municipal Journal** would suggest that at the first meeting each council pass a resolution subscribing for its members to the Journal so that it may be mailed to the **private** address of the Mayor, Aldermen and Officials.

The management of the Journal is ambitious to supply every man and woman interested in the municipal life of Canada with a monthly copy of what has been termed "the best two dollars worth of civic activity published on this Continent."

During the year 1919 the Journal contained over 200 special articles by the best writers on civic affairs, and in addition published a Reconstruction Number and full reports of the Conventions of the Union of Canadian Municipalities and the Union of B. C. Municipalities, as well as extracts taken from the proceedings of other civic conventions. Surely a record to be proud of.

The subscription is only \$2.



## Municipal Finance

JAMES MURRAY.

### MODEL PUBLIC ACCOUNTS.

The Comptroller-General of British Columbia (Mr. A. N. Mouat, C. A.) has just published his annual report of the Public Accounts of that Province. As a model of efficiency in compilation the report is worth following not only by other provinces but by the municipalities. It will be remembered by our readers that for some years Mr. Mouat was Comptroller of the City of Edmonton, and while there introduced a new system of public accounting. He discarded the old idea of lumping the estimates and public accounts, and showed in his annual reports the expenditure of each department in detail. By doing this reliable comparisons could be made each year by the council, and by the citizens. Since his appointment to his present responsible position. Mr. Mouat has carried on the same system, with the result that every dollar paid into the provincial treasury of British Columbia is accounted for in clear and simplified terms, so that those who run may read.

One of the weaknesses of most financial reports, whether they be of Dominion, Provincial or Municipal funds, is their abstruseness. So much so is this the case that they are beyond the average man's intelligence—it is even questionable if the authorities for whom the reports are compiled can read them. It is a delight then to know that there is one responsible man who having the compilation of Public Accounts in his hands, does really believe in directness and simplicity.

In a memorandum explaining his system of compiling the Public Accounts of B. C. Mr. Mouat makes some pungent suggestions which may be of value to municipal auditors. Part of the memorandum reads as follows:

#### MEMORANDUM.

#### RE COMPARATIVE STATEMENT OF EXPENDITURES.

"The form of the accounts should bring to light extravagance and inefficiency, and enable criticism to be usefully applied."

The form in which the Estimates for the fiscal year 1918-19 were presented was designed with the view to clearly setting forth the expenditures proposed to be made in each of the several departments and their respective activities, which would enable the Accounts being kept in such a manner that the actual cost of each unit of service might be known, and also provide reliable comparisons from year to year. In the past this has not been done, as the Comparative Statements of Expenditures heretofore presented do not convey the full operating cost of any particular department, or section, the expenditures being distributed throughout fourteen different services, instead of being brought under one head as in the new form of Estimates and Public Accounts.

For purposes of effective control and intelligent criticism it is required that the cost of each unit of service be accurately shown, otherwise comparisons must be misleading.

The Public Accounts for 1918-19, now under review, follow the new form of Estimates, but for the reasons above stated it has not been possible to extract from the Accounts of previous years the information necessary to compile the Comparative Statement of the Expenditures of each department and sections thereof, and corresponding to the Comparative Statement of Revenue appearing on pages 230 and 231.

The following examples may be accepted as illustrating the difficulties met with in the endeavour to arrive at the total cost of the various units of service in the four years prior to 1918-19.

#### FISCAL YEAR 1914-15.

Service II. "Civil Government" (Salaries): \$1,596,731.31.

With respect to the Canadian Provinces, all expenditures, speaking generally, are "Civil Government" expenditures, a soustide of Federal and Imperial finance there is no such thing as Army and Navy appropriations. With this in mind, therefore, it is reasonable to expect that under "Civil Government" (Salaries) would be included the salaries paid to all officials of the Government. An

## Our Services At Your Disposal

Municipalities that are contemplating the issue of Bonds, the investment of Sinking Funds, or any change in financial policy, are cordially invited to avail themselves of our services as specialists in—

### Municipal Securities

## Wood, Gundy & Company

Head Office:

C. P. R. Building,  
Toronto

Branches:

Montreal  
London

Saskatoon;  
New York

## Service to Municipalities

THE Statistical Department of this Corporation is at all times prepared to assist Municipal officials in the preparation and sale of their debentures.

Consult us in regard to the—

- (1) Interest rates most suitable for current markets.
- (2) Form in which debentures should be issued to bring the best price.
- (3) Cost of printing bonds.
- (4) Bond Market conditions.

## DOMINION SECURITIES CORPORATION-LIMITED

26 KING ST. EAST - TORONTO  
MONTREAL LONDON, ENG



EDWIN HANSON

WILLIAM HANSON

THE OLD AND RELIABLE HOUSE  
OF**HANSON BROS.,****BOND DEALERS****MONTREAL**

Are prepared to consider the  
purchase of entire issues of  
bonds made by municipalities  
large or small

*Correspondence Solicited***HANSON BROS.,**

164 ST. JAMES STREET,

**MONTREAL**

Established 1883

examination of the Accounts of previous years will, however, reveal the fact that this has not been done, and that instead of \$1,596,731.31, the amount shown in the Comparative Statement, the total salaries paid out for the fiscal year 1914-15 amounted to approximately \$2,100.00. The practice previously followed in British Columbia, and still continued in other Provinces of the Dominion, of including a portion only of the salaries under "Civil Government" (Salaries), frequently leads to erroneous conclusions as to the cost of administration.

**FISCAL YEAR, 1915-16.****Service VIII. Education: \$1,325,308.24.**

The total shown under this head is \$1,325,308.24. This does not, however, include all such items as salaries of officials, stationery, postages, furniture and fixtures, erection, maintenance, and repairs of school buildings, and it would appear that the total cost of education to the Province for the fiscal year 1915-16 was in the neighbourhood of a quarter of a million dollars more than is shown in the Comparative Statement.

**FISCAL YEAR, 1916-17.****Service X. Department of Agriculture: \$124,099.25.**

Total shown as \$124,099.25, but with the addition of salaries of officials and other items it would seem there was expended by the Department during the year 1916-17 considerably over \$200,00.

**MUNICIPAL TRAMWAYS.**

The results of the working of the London County Council Tramways in the year 1917-18 were published in April, 1919. The system then comprised 142 miles of street equipped with electric tramways the income for the year was £2,932,140, the expenditure £2,128,686, and the surplus £803,454. There was a balance of £95,559. The passengers carried numbered 593-5 millions, the car-miles run were 49 millions, and the gross capital expenditure was 13-7 millions sterling. For the year 1918-19 the accounts showed a revenue of 3½ millions, and the record number of 636 million passengers, but the net balance was only £8,069. The outstanding debt was over 8 millions. The new agreement with employees in March, providing for a 48-hour working week without reduction of wages, involved an extra cost to the council estimated at £360,000 a year, and the fares were raised in April by shortening the penny stages from 1.8 to 1.5 miles. The wages, as well as the cost of coal and materials, have more than doubled since 1914, and the working expenses per car-mile have risen from 6.5d. to 15.94d. For the last six years the standard provision for renewals (2/3d. per car-mile) has been abandoned.—The Surveyor.

During the war Liverpool Corporation Tramways Department turned out over two million shells, and hundreds of main planes for aircraft. The result of the working of the tramways for 1918 was a net profit of \$1,000,000, the number of passengers carried being 195 millions.

**THE MUNICIPAL YEAR BOOK OF LONDON (ONT).**

City Clerk Baker of London (Ont.) has for a number of years prepared and published a "Municipal Year Book" for "the metropolis of Western Ontario", to use the proud definition of Mr. Baker himself. This little volume may be termed a growth, and so far as City Clerk Baker is concerned a real work of love. At first it was a leaflet, then a pamphlet and now it is a book of 150 pages, every one of which contains valuable information not only to outsiders but to the citizens as well, for the compiler believes that a well informed citizen is a good citizen.

One of the features of the work is the information regarding the government of the City, which is designated by a diagram. So far as the work of the City Council is concerned the book contains "Certain Rules Governing Proceedings of Council". These rules are evidently prepared for the information of the citizens so that they may intelligently follow the proceedings of the council and committee meetings. Other information relates to municipal agreements made with the different utility companies and other public authorities. All of which is helpful in creating an interest in civic affairs by the man in the street. To those municipalities that are preparing publicity of any kind we commend the City of London's Year Book as a good example to follow.

**MUNICIPAL OFFICIALS**

WHEN YOU

**NEED A BOND**

APPLY TO

**The Dominion of Canada Guarantee  
and Accident Insurance Company**

Head Office, TORONTO

**"THE SECURITY OF A BOND"**

**GUARANTEED BY THE "DOMINION."  
A STRONG CANADIAN COMPANY  
WITH LARGE RESERVE FUNDS IS  
SAFER, SANER AND MORE SATIS-  
FACTORY IN EVERY WAY THAN  
TRUSTING TO THE VARIABLE FOR-  
TUNES OF PRIVATE BONDSMEN.**

BRANCH OFFICES:

MONTREAL. HALIFAX. ST. JOHN. OTTAWA.  
WINNIPEG. CALGARY. REGINA.  
VANCOUVER.



**INDUSTRIAL DEVELOPMENT OF B. C.**

Continued from last month.

MAJOR MARTIN, Industrial Commissioner.

In connection with paper and pulp, I would like to point out that this war with Germany has shown the huge possibilities that are in paper. Anything can be manufactured from paper, from food to furniture, and this country appears to be the logical and proper place for future development and there would of course be subsidiary industries growing from the paper and pulp mills. There are two or three paper pulp mills which contemplate establishing themselves in British Columbia in the near future. Some returned men have taken up another branch of the work and have formed a company for the manufacture of paper bags and boxes. This would seem to promise something along this line of development.

Next to our timber resources in British Columbia would be our mining; I am not going to go into this except to briefly refer to development in respect to coal mining, the opening up of the Nanoose Collieries, and the opening up of the town of Cassidy by the Granby Smelting Company. A whole day could be given to enlarging on the development of this company in the last year at Anyox, Cassiar and Hidden Creek. Particular attention has been focussed on the possibility of smelting iron ores in British Columbia, and the Government has had Dr. Alfred Bamfield prepare an exhaustive report on the possibility of doing so. Wm. Brewer, one of the mining engineers attached to the Department of the Government has also reported in connection with the pioneer industry in iron establishment in the Province. A new company has been organized this month, the Atlas Steel Products taking over the Hyatt Steel Company, and from this small beginning, probably larger resources will be developed, I will not take up any further time on this subject, except to the discovery a few days ago, of deposits of potassium and alum at Port Renfrew. There is a possibility of a big industry arising in British Columbia through this discovery in the manufacture of fertilizers.

In addition to fertilizers there is a plant being put up at Lake Benson for the manufacture of nitrogen from air, and this company claims that this is just the first step in a series of extensive developments, which they plan in British Columbia. In addition to this there is the Society for radiumizing the soil. They are making investigations on the Island at the present time for a place to manufacture their product, and I have received assurances that this plant will start in a very short time.

Our water power would make this a great manufacturing province and the development of our water power is just a question of time. In connection with farming, the fruit canning, preserving and pickling industries are well established. Only two weeks ago one of the firms engaged in this business shipped pickles to Australia. We need not fear competition in this regard. One thing would strike us however, that is the establishment of a great industry to manufacture glass containers in British Columbia. Attempts have been made but have failed for lack of capital, but more will be heard in the future along these lines. In addition to this the community settlement plan will bring applications to the Department for the establishment of local industries such as canning, preserving and pickling.

Next come fisheries. At the present time it appears that conservation is necessary in some lines, principally salmon and cod. Big opportunities arise in the canning of pilchards; two companies were organized to handle this this year, and there is a big market in the East for pilchards and herring.

Now, in reference to the second phase of industrial development, which has to do with the working up and manufacturing of raw products coming into British Columbia. Our first step along these lines is the sugar industry; you will all agree with me that there are opportunities in this field. The raw material all comes into the port of Vancouver, and I should think, from present prices, that it would be a very profitable undertaking, the development of sugar refineries is just a question of time.

A cordage factory is a need in British Columbia, at the present time. Hemp comes in at the Pacific port and is shipped East to be manufactured. The source of supply is Manila, Hawaii, New Zealand and Yucatan. There is no reason why British Columbia should not be a large manufacturing country for cordage, including not only the manufacture of rope but also binder twine, which would

**Quebec Savings and Trust Company**

Head Office, MONTREAL

J. N. GREENSHIELDS, K.C., President.

J. W. PYKE, Vice-President.

F. W. TOFIELD, Manager.

**This Company Specializes**

in the

**Joint Administration**

of

**Municipal Sinking Funds**

Full Particulars Upon Application.

206 TRANSPORTATION BUILDING,

Corner St. Francois Xavier and St. James Streets.

**MUNICIPAL  
DEBENTURES  
BOUGHT**

MUNICIPALITIES WILL PROFIT  
BY COMMUNICATING WITH US  
WHEN CONTEMPLATING THE  
ISSUE OF DEBENTURES.

**C. H. Burgess & Company**

Traders Bank Building - Toronto, Can.



BUSINESS FOUNDED 1795

# American Bank Note Company

## ENGRAVERS and PRINTERS

### MUNICIPAL DEBENTURES AND CHEQUES

#### A SPECIALTY

HEAD OFFICE:

208-228 WELLINGTON STREET, OTTAWA

Branches: MONTREAL, TORONTO, WINNIPEG.

## INDUSTRIAL DEVELOPMENT IN B. C.

(Continued.)

find a ready market in the middle west. There would seem to be a future along these lines. We have also brought into the country seeds of New Zealand hemp and experts claim that this can be grown in British Columbia as it requires a rich damp soil, and it is possible that the establishment of the cordage industry might be looked to as a future development.

In speaking of agriculture, I might have mentioned the woollen industry, under this head. At present two attempts have been made to establish the woollen industry, both meeting with considerable success in appeals to the public. Every mountainous country in the world is concerned in sheep raising, and wool is not at present being sufficiently utilized in British Columbia. In addition to this we are just half the distance between Great Britain and the big wool supply of the world—that is Australia. Experts state that British Columbia is the logical place for the establishment of this industry and for its development.

The past has seen the establishment of settled industries in British Columbia, and there are indications that the immediate future holds great opportunities for the province. Great interest is being shown by Europe in the Pacific Coast, this is indicated by the transfer of the American Navy to Pacific ports. The war held up the development of the Canadian Navy, which would have come as a natural consequence of the Panama Canal. It appears that the centre of interest has been transferred from the North Sea into the Northern Pacific, and I think we will be very much to be blamed if we do not seek this opportunity of developing our exports and take advantage of it.

## THIS WILL INTEREST YOU

**EMPLOYERS  
OF**

**LABOUR**

should have  
among their  
Employees

**TRAINED  
FIRST AIDERS**

capable of rendering  
assistance

**IN CASE OF  
ACCIDENT**

**POLICE DEPARTMENTS  
FACTORY MANAGERS  
MUNICIPAL FIRE  
DEPARTMENTS  
FARMERS  
FISHERMEN  
LUMBERMEN  
FIRE RANGERS  
MINE MANAGERS  
HUNTERS  
ANGLERS**

**EVERY  
ESTABLISH-  
MENT**

Should have a  
supply of

**FIRST AID  
EQUIPMENT**

for use in

**CASES OF  
EMERGENCY**

Always have a St. John Ambulance First Aid Box ready in case of emergency.

Price, \$5.00; smaller size, \$3.50. Supplied by the Canadian Branch of The St. John Ambulance Association.

14-15 Castle Building,  
Ottawa - - - Ont.

## Air Compressor and Boiler FOR SALE

THE  
CITY OF ST-BONIFAE, MAITOBA  
OFFERS FOR SALE.

1 Only Ingersoll-Rand Cross Compound Motor-driven Air Compressor complete with 100 HP Fairbanks Motor 550 V, 3 ph. 60 cycle 720 RPM slip ring type with switch board. Piston displacement per minute at normal speed 534 cubic feet.

1 Only Robb Mumford Boiler 70 HP.

All in first class condition.  
Good as new.

For further particulars apply:

**J. A. MEINDL,  
CITY ENGINEER**



# BANK OF MONTREAL

Established 100 Years (1817-1917)

CAPITAL (PAID UP)	- - -	\$20,000,000
REST	- - -	\$20,000,000
UNDIVIDED PROFITS	\$1,812,854	
TOTAL ASSETS	- - -	\$545,304,809

## BOARD OF DIRECTORS

Sir Vincent Meredith, Bart, President.

Sir Charles Gordon, G.B.E., Vice-President.

- |                            |                       |
|----------------------------|-----------------------|
| R. B. Angus, Esq.          | Lt.-Col. Molson, M.C. |
| Wm. McMaster, Esq.         | C. R. Hosmer, Esq.    |
| H. R. Drummond, Esq.       | D. Forbes Angus, Esq. |
| Lord Shaughnessy, K.C.V.O. | Harold Kennedy, Esq.  |
| H. W. Beauclerk, Esq.      | G. B. Fraser, Esq.    |
| Col. Henry Cockshutt,      | J. H. Ashdown, Esq.   |
| E. W. Beatty, Esq., K.C.   |                       |

## Head Office : MONTREAL

General Manager -- Sir Frederick Williams-Taylor,

Throughout Canada and Newfoundland.

**BRANCHES AND AGENCIES :** At London, England, and at Mexico City.

In the United States—New York, Chicago, Spokane, San Francisco — British American Bank (owned and controlled by Bank of Montreal.)

A GENERAL BANKING BUSINESS TRANSACTED

# THE ROYAL BANK OF CANADA

Capital Paid Up	\$ 17,000,000
Reserve and Undivided Profits	18,000,000
Total Assets	533,000,000

## HEAD OFFICE - MONTREAL

### BOARD OF DIRECTORS:

- |                            |                         |
|----------------------------|-------------------------|
| Sir Herbert S. HOLT, Pres. | E. L. PEASE, Vice-Pres. |
| Jas. Redmond               | Sir Mortimer B. Davis   |
| G. R. Crowe                | G. H. Duggan            |
| D. K. Elliott              | C. C. Blackadar         |
| Hon. W. H. Thorne          | John T. Ross            |
| Hugh Paton                 | R. MacD. Paterson       |
| A. J. Brown, K.C.          | W. H. McWilliams        |
| W. J. Sheppard             | Capt. Wm. Robinson      |
| C. S. Wilcox               | A. McTavish Campbell    |
| A. E. Dymont               | Robert Adair            |
| C. E. Neill                | T. Sherman Rogers, K.C. |

### OFFICERS:

- E. L. Pease, Man. Director, C. E. Neill, Gen. Manager.  
M. W. Wilson, Supt. of Branches

630 Branches, in every Province of the Dominion of Canada, and in Newfoundland; in Havana and throughout Cuba, Porto Rico, Dominican Republic, Costa Rica, Haiti and Venezuela, Martinique and Guadeloupe; Antigua, Bahamas, Barbados, Dominica, Grenada, Jamaica, Montserrat, Nevis, St. Kitt's, Trinidad, British Guiana, British Honduras.

ARGENTINE—Buenos Aires.

BRAZIL—Rio de Janeiro. URUGUAY—Montevideo.

SPAIN, Barcelona—Plaza de Cataluna 6.

LONDON, England—Princes St., E.C.

NEW YORK AGENCY—68 William St.,

PARIS AUXILIARY:—

THE ROYAL BANK OF CANADA (FRANCE)

28 Rue du Quatre-Septembre

LOANS MADE TO:  
BONDS BOUGHT FROM:

# MUNICIPALITIES

A. P. LESPERANCE, Manager  
City and District Savings Bank  
MONTREAL

## WANTED.

Copies of July issue, 1919

Price 25 cents per copy.

Canadian Municipal Journal  
Coristine Building, Montreal.

# LONDON CONCRETE MIXER No. 4

## JUST THE MACHINE FOR SMALL JOBS

Capacity 4 cu. feet per batch. 40 cu. yards per day  
Light and easily moved. Mixes any kind of concrete or mortar.



Pays for itself in  
15 days' use.

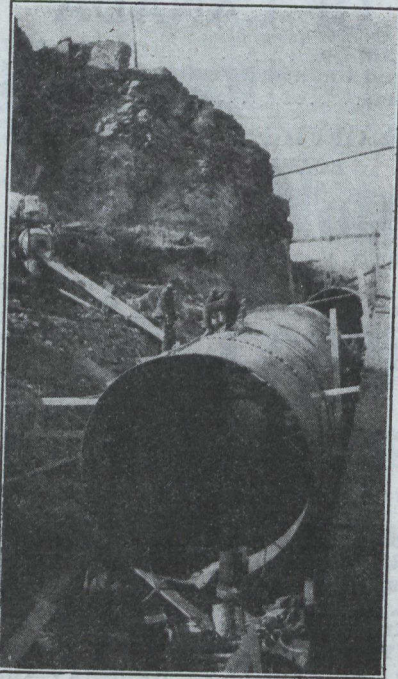
Send for Catalogue No. 1-4

London Concrete Machinery Co., Limited  
Dept. 5 - - - London, Ont.

World's Largest Manufacturers of Concrete Machinery



**MACKINNON STEEL CO. LIMITED**  
SHERBROOKE, QUE.



**STRUCTURAL STEEL AND STEEL PLATE WORK**  
OF ALL KINDS

Penstocks, Thimbles, Draft Tubes Wheel Cases,  
Racks, Steel Gates, Gate Steelwork, Power House  
Steelwork.

Montreal Office - - 404 New Birks Building

Any investor or manufacturer who wants the

# FACTS

about any CANADIAN CITY or TOWN with the view of investing or establishing an industrial enterprise, should write to the

**Bureau of Information**

**CANADIAN MUNICIPAL JOURNAL**

Coristine Bldg., Montreal, P.Q.

**“It’s Great”**

These words exactly describe the quality of

# FOREST & STREAM TOBACCO



EVERYWHERE 20c PER TIN