

MR. SHINK: I thank the Assistant Provincial Statistician of the Province of Ontario, Mr. George Gathercole, for his very sound and complete address on the subject which has been allotted to him. The next item—I am informed that our President, Dr. Walters, is among us. I would kindly invite him to come to the head table. (Applause).

The next item on the programme is "Discussion"—discussion of the two topics that have been the object of the two lectures which we have just heard. I would suggest that we deal, that we make of this discussion, two discussions, one dealing first, with the first one, "Problems Arising From Lack of Organized Municipalities in Newfoundland". Has anybody anything to ask of the lecturer or anything to submit to the meeting in connection with what was stated?

DR. J. RICHARDS PETRIE, UNIVERSITY OF NEW BRUNSWICK: I'd like to ask a question of Mr. Powell. Is there any taxation of real property, or property taxation in Newfound-

land now? If there isn't, is there any likelihood that the fear of the inhabitants of this tax, which he has indicated, is likely to be overcome and, if not, then what is the fundamental solution to the problem?

MR. POWELL: Professor Petrie, in my remarks, I believe I said that there were five municipalities that imposed a property tax. In the City of St. John's, the property tax is the main source of revenue. Now you ask, do I think that there is any hope of property tax being imposed in the other places. Yes, I do. Already we are experiencing this situation: A municipality which started out with what was really a poll tax and got along to the point where it could install a water and sewage system, eventually found that it couldn't operate very well on a poll tax. There had to be some basis or other for assessing the inhabitants for their water and sewers, and several methods have been tried out. Now this year, two municipalities have come to us and asked, after the proposal, I should say, had been endorsed by the inhabitants of these municipalities, would we make an amendment to their Act to enable them to impose a property tax. I think that development has come about very largely because of the five places that had the property tax originally. These places have been incorporated now for some years, nobody has lost his house or his boat or his net for taxes, and the inhabitants of the other places are beginning to see that, well, maybe the thing is not so bad after all. (Applause).

MR. SHINK: Any other question on this subject of "Problems Arising From the Lack of Organized Municipalities in Newfoundland"?

I'll come next to "The Role of The Institute of Public Administration of Canada". Has any member present a question to put to the speaker on this subject?

MR. GEORGE T. JACKSON, CIVIL SERVICE COMMISSION, OTTAWA: Mr. Chairman, I would like to take this opportunity of going back to the first session yesterday morning, and asking Mr. Gathercole or perhaps Dr. Walters, if it is the intention of the Institute to set up some type of committee to follow up the lead given by Mr. Martin, that some examination should be made of the educational systems of the various provinces to determine the relative merits or the uniformity of standards between the colleges and the universities. Then I would like to also take the opportunity of

following the lead given by Dr. Mackintosh to suggest that if it is the policy of the Institute to set up committees, a committee might be set up, and I think this Institute is the proper body, to give some consideration to the opportunities for transfer to those engaged in public administration from the municipalities to the provinces, to the Federal service and to the universities and to also look into the possibility of transference of pension rights or the retention of pension rights so that the movement of personnel, either on a loan basis or on a permanent basis, might be on a far better and sounder basis than it is at the present time. (Applause).

MR. SHINK: On the two or three questions raised, my reply would be as follows: Presently, a motion to that effect would not be in order. It, I think, would be in order as soon as the discussion on the matter of "The Role of The Institute of Public Administration of Canada" is complete; once this discussion is closed, I would suggest that if you are interested in moving whatever resolution, whatever motion you want this meeting to adopt, you do so. Any other questions to be put to the speaker in connection with the "Role of *The Institute of Public Administration of Canada*"?

MR. KEITH B. CALLARD, MCGILL UNIVERSITY, MONTREAL: I would like to make one or two points about the role of The Institute of Public Administration in Canada.

I wish to come back to this point of the research activities that can and should be carried on in this field throughout Canada at all levels of Government. It is very difficult for any one university to tackle such a wide subject on its own. The problem is so big that, financially, and from the point of view of trained personnel, it is just out of the question. This Institute, on the other hand, does represent already, many of the Canadian universities and all levels of government in Canada and is therefore peculiarly fitted to undertake such a task of co-ordination of research activities.

It might also be a very suitable body to undertake the procurement of funds whereby such research could be carried forward. The universities, I know, would be willing to co-operate in such a venture, and I would like to see, if the Institute is going to set up specialized committees, a committee on research. It would not, of course, attempt to interfere with the right of the university to insist on its academic standards or with the right of the student

who is undertaking the research,—I use the word "student" in the widest sense,—the right of the student to decide for himself the actual field and nature of his research method. Such a committee would be able to give guidance and give assistance to institutions across the country in this field.

I would also like to say that probably the Institute would be able to assist research by maintaining either a central library or if that proved too expensive, at least a control index of material of interest in this field. There is no Canadian library at present, (and I include the Parliamentary Library in Ottawa) that has an adequate index or an adequate selection of materials both published and non-published materials, that are nevertheless available with governmental authorities across the country and one of our first objectives should be to find out what material is available of that sort. In that connection, I was very much impressed by the central library that is maintained at 1313 East 60th Street in Chicago in the Public Administration Clearing House Building, and I feel that we might make an attempt to use any funds that we have to parallel such a development.

The Institute might maintain a list of people who are authorities in various fields. It is not easy, and I speak as a newcomer who has tried some of this, to find out who is the right person to approach in government service and even in the universities; people who have carried out work. A central register of people who have specialized fields of knowledge, in their previous experience or in their present jobs, would be exceedingly helpful for the Institute to maintain.

Then again, I would like to put in a plea for the Institute to sponsor extension courses that could be provided by universities for people who are already in public service. University extension departments, sometimes tend to be overlooked, and a little prodding, a little assistance from an Institute such as this would be of great help in getting programmes started; also in publicizing them to the persons who might be concerned, and in making sure that the right type of course was given and, when given and when the students passed that sort of course, in assuring that these examinations or these courses taken were given due recognition by the governmental organizations whose employees participated.

Those are just a few random points and I would like to put them forward for your consideration at this point. I thank you. (Applause).

MR. SHINK: I would kindly ask of any member or any person present wishing to put before the meeting a motion to kindly put it down in writing.

MR. J. R. GILLEY, UNIVERSITY OF TORONTO: Mr. Chairman, with regard to the suggestions by the last speaker, I think I could say on behalf of the University of Toronto that we have an awareness of the value of the extension courses not only in Public Administration, but in other branches of administration also which would tie in and I was very pleased to have the last speaker bring that question to the attention of this meeting.

It has been my observation since we started this Conference that representation has been almost adequate from the Dominion and the Provincial divisions but it did not seem to me that we have had adequate representation from the municipal division. Perhaps it might be a point for the Council to consider before the next Conference to attempt to have the municipal divisions more adequately represented.

I would like to take this opportunity, Mr. Chairman, of congratulating the committee who had the arrangements of this meeting in hand as I think it has been of the very highest level and has been most successful and helpful. (Applause).

MR. E. A. POULIN, CITY OF ST. BONIFACE, MANITOBA : The last gentleman said we should invite the municipal officials but what about making an effort to get the administrators themselves, the legislators, and members of the municipal councils to attend these conferences? That would be the line to bring success. It might take a long time but if you had a law passed that any person who wants to become a member of the legislature, or a municipal council, must be a member of this Institute or must attend the yearly conferences, then you would grow fast and have faster results. (Laughter).

MR. SHINK: Gentlemen, with your permission, I shall suspend the discussion on the last item "Discussion" and, as our President has to prepare for his leaving, I would kindly ask him to take the floor. (Applause).

DR. CHESTER S. WALTERS: Mr. Chairman and Gentlemen, as you know this is not my show. This Conference is under the direction of our esteemed friend, one of the great civil servants of Canada, Mr. Robert B. Bryce, and I regret that he has found it impossible to be here for the closing minutes of the Conference.

Everyone has been wonderful here and what has been said and suggested will be dealt with by the committee. We intend to set up a research committee. We intend to publish a magazine. We intend to establish a library. These things take time and they take money. Our two governments, the government of Quebec and the government of Ontario, as well as the government of Canada, have agreed to exempt from succession duties as gifts *inter vivos*, and from income tax, contributions to The Institute of Public Administration of Canada.

I deeply regret the enforced absence of Mr. Bryce who has been a tower of strength to the Institute and who really laid the plans for this Conference. Mr. Philip T. Clark and Mr. Shink are two great pillars of strength. We will, of course, in the proper way, thank everyone who has contributed to this programme.

I am going to ask Professor Curtis, who is a prince of modesty as well as a champion of knowledge on municipal matters, to speak to us after which, because of the need for many of us to leave, I think we will have to adjourn. Mr. Curtis, will you please speak? (Applause). His Worship, the Mayor of Kingston.

MR. C. A. CURTIS, MAYOR OF KINGSTON AND PROFESSOR OF ECONOMICS, QUEEN'S UNIVERSITY: Mr. President, gentlemen, Mr. Walters is, of course, known for the generosity of his introductions, but I think that in this case he has surpassed himself. He makes me think of a story which I once heard about the colored funeral, wherein the minister was giving the oration and had spoken so fluently and so eulogistically of the departed that the colored mother poked her daughter and said, "Honey chile, will you look there and see if that's your daddy." (Laughter). I'm a little bit in that position.

There are two points which I would like to raise, having this opportunity of speaking to you. The first point is the point which was raised by the previous gentleman from St. Boniface. There are people who are keenly concerned with public administration who

are not eligible for membership in your association or Institute. I find myself in the ambiguous position that the City of Kingston is paying my way, but I am here as a Professor. I have no status as one interested in administration. I realize the difficulty of combining the people who are the administrators and those who are in the elected office and it may be a task that is impossible but I do think that the Institute might give consideration to at least a slight dilution of those who are responsible in some measure for the appointment and selection of administrators.

The other point that was raised that I should like to emphasize is that matter of the municipal service. It is a very important part of the civil service of this country but it works under altogether different conditions. For example, the problem of recruitment of personnel is an entirely different thing. I would hope that in the course of time, this Institute would *give* consideration to some of the points which were raised, also by Mr. Jackson, that is, in giving mobility to the personnel, not only of municipal employees, but beyond that. There is there a very practical proposition.

I have only those two things to mention here, Mr. President, and in view of the time that is going and the urgency which I think exists for most people to get away, I will say nothing more. Thank you very much indeed. (Applause).

DR. WALTERS: I wonder if you know that one of the great members of our Council, George Iliffe, had to leave. It's one of the things of life. George phoned me and said, "I must leave. I've just had a telegram that my mother has passed on". George knew that his mother was ill, yet he came here at a great sacrifice,—and I know that he has our genuine sympathy.

If there is any other member here who has a last word to say, let's not lose that last word.

COLONEL E. E. REILLY, DEPARTMENT OF ECONOMICS, UNIVERSITY OF WESTERN ONTARIO, LONDON: Mr. President, I would like to say a word on behalf of the academic people who are here or at least on behalf of one particularly. This has been a remarkable education for people who are supposed to be educators. I don't recall a two-day programme in which every item was at such a high and interesting level.

It would be wrong, I think, if we closed this meeting without saying a word on behalf of all the members of the Institute with

respect to the efforts of our President. We know that the vision, the boundless energy, personality, the character of our President, has achieved a great success, and although we are only at the beginning, it has been a wonderful beginning and I am sure we are not blinded by our personal respect, our personal affection for our President when we pay him a tribute, modest though our tribute may be, in saying that we do recognize the greatness of the thing which he has started and the boundless possibilities for the future. (Applause).

Song: "For he's a jolly good fellow."

OR. WALTERS: Thank you very much. Thank you all from the bottom of my heart. Thank you, Dixwell L. Pierce from California. You're a great American and we're all Americans and we live in a wonderful country and you've given us the greatest, noblest exhibition of the affection that exists between our two kindred people. (Applause).

MR. SHINK: Mr. President, we have an invitation for 4.45 at the City Hall. Before calling for a motion to adjourn, I would suggest that this meeting accept the suggestions that have been made, regards first, the formation of a research committee, the publication of a magazine, the starting of a library and the careful study of the standards of education in the schools of the Province of Quebec and those of the Province of Ontario and in the other provinces as suggested by Dr. Martin. I would suggest that those suggestions be accepted as motions and carried. Will anybody move that the suggestions be accepted as a motion?

MR. E. R. C. BOWER, HAMILTON: I so move.

MR. SHINK: Will anybody second the motion ?

MR. EDMOND CLOUTIER, OTTAWA: I second the motion.

MR. SHINK: Moved by Mr. E. R. C. Bower of Hamilton and seconded by Mr. Edmond Cloutier of Ottawa, that these four suggestions be accepted. Any questions? These four motions are declared carried.

Will anybody move a motion of adjournment?

Motion of adjournment was moved by Mr. Keith Callard of Montreal and seconded by Mr. James H. Lowther of Ottawa.

MR. SHINK: I declare the meeting adjourned.