

Council,
September 26, 1960.

Alderman DeWolf: "Over the years, we have had a very correct report on the liabilities of the City but never have we had a statement of the assets. I asked Mr. DeBard at the time he came here, and Council agreed that it should be made up, but we have never seen it yet. Now, I know it isn't something to be made in a day but any good business house wants to know their assets as well as their liabilities. In the system of Civic accounting, you write off every year what you owe on your Bonds, as you have written down your Assets by that amount. I would like to know if, and when, the time comes for a wider report, such as Mr. Romkey suggests, if the Assessor could assist in making up a value of the Assets of the City? It would be most interesting to know these."

His Worship the Mayor: "Mr. Romkey points out in Financial Report dated December 31, 1959 that City-owned land and buildings are valued at \$29,287,000.00. I would say it is a very conservative estimate."

Alderman DeWolf: "Is that the assessed value, Mr. Romkey? Is that where you got that amount?"

Commissioner of Finance: "In some cases."

Alderman DeWolf: "It is really not a true picture, but is the best you could do with the information you had at your disposal."

Commissioner of Finance: "That is right."

Alderman DeWolf: "It isn't a true picture of the Assets because it doesn't make sense. We owe \$25,000,000.00 and our Assets are \$29,000,000.00. It can't be, it must be at least double and maybe treble."

Commissioner of Finance: "This \$29,000,000.00 is in addition to the \$27,000,000.00 which we have for Streets, Pavement, etc."

Alderman Lloyd: "I must say, just to emphasize the importance of organizing the efforts in the Field of economic statistics, of what we are seeking, there is a ~~text~~ book that we used to use at Dalhousie, written by a noted authority on statistics for commerce, industry and Governments. In the same book there was a long paragraph which puzzled the students. It took up most of a page of a standard size book in the average print and size. It went on, at some length, to describe the very important function of a Statis-

Council,
September 26, 1960.

tician. After some considerable effort, it was finally concluded that what he was saying to the students, in the middle of the book, was to be sure that he pulled the lever on the adding machine so that a star appeared before you added the figures or you may be all wrong. Now, statistical study is a real craftsmanship. The job of craftsmanship is going to tell the kind of vital stories which we need to guide us as a Council. I think cities are becoming increasingly aware of this need, but there is no doubt about it that if you are going to take statistics which will give you any kind of reasonable measure of ability to pay, it does mean organizing, with professional skill, the studies and information you require for your purposes. I must also say, that this has been a concern of study groups in the United States and Universities trying to find out if there is some reliable measure on this matter of ability to pay. There certainly is a tremendous need to try to discover a set of agreed tests which could be applied to many Cities, which would really mean something in judging the ability of taxpayers to meet the costs of local government. It is a real challenging job. I think there is a tremendous need Alderman O'Brien, and I most heartily agree with you in your efforts to try to obtain it. I agree with you, Alderman DeWolf, that in some measure, for certain purposes, the investment we have is certainly of value to us in indicating our progress in paying off our debts, and things like that, is a credit factor but when you come to this matter of making projections, judging how far you can go with Redevelopment and how far you can expose your taxpayers to Debt Service Charges, you are in the same category. You are talking about how far you can go with a percentage of their income for local taxes. That requires much more exhaustive study than, to my knowledge, any City, with possibly one or two exceptions, would undertake. I believe you had one, Alderman O'Brien, the City of Hamilton, where the local Board of Trade attempted to do this. It was an excellent effort but it only emphasized the need for this kind of professionally skilled trained duties being applied to this kind of work. It is a real job of organization which we will have to undertake."

Council,
September 26, 1960.

His Worship the Mayor: "I spent a great deal of time, on Saturday, with the City Manager of Portland, Maine, and get a wealth of information from him; and one is the Capital Improvement Programme from 1959 to 1963, that is this year. He doesn't urge caution, he talks about what they would like to do. He talks about the limitations imposed by the State Constitution upon the City, and so on. He talks about the difficulty of changing assessment bases. These things he points out to the Council what the problems are. He doesn't say you can't do this; he doesn't try to guide the Council in the programmes he feels should be done but rather tells the Council what is there and what the road is open for them to do. And, he displayed a little brochure and said this is included in every Tax Bill. This is a job the City Manager is doing. It tells that if you are an average home-owner, you pay for all City services \$206.96, and you get 'round the clock police protection at a cost of \$11.24 a year; control of winter snow and ice; operation of our beautiful system of Parks; comprehensive programme of Community Health; use of the Public Library for the whole family; care of Portland's miles of lovely shade trees, and so on. In this kind of language, he is doing a real job for the Council, and I might say not much more than we are paying for our man. This is the Control Budget -- they have a limitation of \$1,500,000.00 in the Capital Programme for the year but they included an item of \$500,000.00, a down-payment plan they call it, and which we discussed here on previous occasions, on \$1,000,000.00 Capital Borrowing. But, if we did the same thing with our Budget, we could use these figures too, as they included such items as buying a typewriter. Any item that is not considered actually Current, that is if it has a longer life than one year, they include it in the Capital. That makes up a lot of the \$500,000.00 because we do it here quite often; filing cabinets, new adding machines, and so on, they are included in our Current Budget. We do much of this but I think it is just a question of reporting to the public. You notice, too, that the Budget made up in this form it is all indexed - easy to read; very easy to follow through with every salary listed in its proper place; the Manager's salary, the Town Planning Staff --- and I told you before, last week, that they had a staff of nine - six professionals and three non-professionals, that is what the establishment

calls for at the moment."

Alderman O'Brien: "What is the population there?"

His Worship the Mayor: "76,000."

Alderman Lloyd: "Your Worship, I think, though, in fairness to Mr. Remkey, we should point out that he just indicated to us that we have a responsibility, too, in this matter. He doesn't say that 'I have the answers to it, I can give you indications'. And, I think, Mr. Remkey, it is a fair statement for you to say that the more effort we can spend and organize in studying this problem of Debt and of Taxation, you most certainly would welcome it if it helps you from time to time in the efforts that you have to put forward.

"I think, Your Worship, we had better take some action on this. I think the only action we could take would be to have your Finance and Executive Committee look into this matter of our sources and extent of information with respect to Debt Service Charges. I think we should look into the matter of Debt Incurrence by the City, and see if we can't organize some more effective way of getting information on an expanded basis, too, for our guidance. I think it is a job for the Finance Committee to look after immediately and, then, certainly follow up with your new City Manager."

MOVED by Alderman Lloyd, seconded by Alderman O'Brien, that this matter be referred to the Finance and Executive Committee for further study and report to Council. Motion passed.

JOB SPECIFICATIONS - POSITION OF CITY MANAGER.

A job description for the position of City Manager was submitted from Payne-Ross Limited as follows:

1. Chief Administrative Officer - Budget preparation.
2. Evaluation of Committee Reports.
3. Negotiation of - (1) Land Sales. (2) Grants.
4. Assists and recommends policy formulation and changes.
5. Union negotiations.
6. Public speaking.
7. Office systems and procedures.
8. Future opportunity - None.

MOVED by Alderman Lloyd, seconded by Alderman Greenwood, that Council adjourn and convene as a Committee of the Whole. Motion passed.

8:40 p.m. Council adjourned.

Council,
September 26, 1960.

His Worship the Mayor introduced Mr. Terris, Vice-President of Payne-Ross Limited, who addressed Council, as follows:

"There are just two things to say - this is a Job Description not a Job Specification. It entails that which is to be done by a man but does not describe a man. It is deliberately brief, since any person who is capable of filling the position will know exactly what is in context of the position. The initial advertising should bring, on the basis of these facts and our experience a man properly qualified; and from that point on it is really a question of:

(1) Matching the man's experienced and trained and reference values to that which you have in mind, and;

(2) Matching up the personality requisite, which you specify.

I am open to questions."

His Worship the Mayor: "Any questions, Aldermen?"

Alderman Lane: "Yes, has the position been advertised, Mr. Terris?"

Mr. Terris: "No, it has not been, Alderman Lane. This meeting was to be held last week, Wednesday or Thursday, in order that we could discuss any questions Council might have had with respect to the Descriptions."

His Worship the Mayor: "Mr. Terris, don't you have the Job Descriptions of every job in the City Hall on the same lines now?"

Mr. Terris: "Not quite along the same lines. This is an abstract. The Job Descriptions are a bit more detailed. It's a matter of proportion of relationship. For our Job Evaluation purposes it's an entirely different context from advertising purposes."

His Worship the Mayor: "Certainly, from the employee's own Job Description these are greatly reduced, are they not?"

Mr. Terris: "Judging from the employee's own Descriptions they are very much. May I point out, I think you have all had, perhaps, an abstract of an employee's own description of his position, and this case we're talking about, the City Manager's position, this is it."

Alderman DeWolf: "Is this in Halifax?"

Mr. Terris: "The City Manager's position in Halifax."

Council,
September 26, 1960.

Alderman Lane: "It's the one that was circulated, wasn't it?"

His Worship the Mayor: "Yes."

Mr. Terris: "I might say that even this is greatly condensed from that which actually occurs during his daily activities."

Alderman Dunlop: "You're not taking the one that was handed to us as the authority for what you are doing now, are you? I don't know that this other one has anything to do with it."

Alderman Lloyd: "I think the purpose explained by Mr. Terris, Your Worship, the purpose of this form that we have received in the light of his explanations serves the purpose. What he is trying to do is to obtain as many applicants as possible within the bounds that would be between the upper and lower limits of abilities to fill this position provided to see what is available. I think the key to it is in the Position Description on the back of the form, which says, 'The Chief Administrator Officer, except Police and Fire; Budget preparation; the evaluation of Committee Reports; Negotiation of Land Sales; Grants; assists and recommends policy formulation and changes; Union negotiations; Public Speaking; Office System and Procedures'. I would expect that in appraising this there would be a great deal more that Payne-Ross would look for from the applicant; and they would like to see the applicant express himself on paper, just to see if that expression in itself, would exhibit an awareness of all of the demands. Is that what you are saying?"

Mr. Terris: "Yes, that's very well put, Alderman Lloyd. Thank you."

Alderman Dunlop: "Let's go back to page #1 - Bachelor degree, plus Post Graduate in Business. Are those people plentiful in Canada between the ages of 40 and 55?"

Mr. Terris: "Yes!"

Alderman Dunlop: "I mean, are there 100 available in Canada?"

Mr. Terris: "No, No! There are not that many City Managers available in Canada."

Alderman Dunlop: "Are there ten available in Canada?"

Mr. Terris: "Yes!"

Council,
September 26, 1960.

Alderman Lloyd: "Your Worship, may I make this observation? I say this with all due respect to the good work of our City Clerk's post and the functions which were imposed on him by the City Council, he did his job well; but as this City grew, we obtained professionals in the Engineering Field; in the Accounting Field; in the Legal Field; in the Health Field, and in other Fields, but the City Clerk's Office was gradually reduced in its responsibility - this most important link between the Council and the Administration was neglected. We didn't give it the proper growth and development that a growing City demands. Had we not adopted a Manager Form of Government, we most certainly would have been compelled to find a City Clerk with the qualifications which we now seek in the City Manager; at the same salary level, because those qualifications demand that kind of service. Furthermore, we would have been compelled because of common sense in organization, to have placed upon his shoulders the same responsibilities that we place today on the City Manager. This is a very vital and important statement to make, and I say that too many people are condemning a name rather than a very profound and well-thought-out system of administration today. The important thing is that you must have a key administrator -- he is, in fact, a person who heads the administration of this City -- he has to command the respect of those professional heads of Departments because of his own abilities as an Administrator, and his ability to pick good men, so on and so forth. I think when we say we are looking for a man in Canada to do this job, I think that there are in Canada, and elsewhere, men who have had a long experience as City Clerks occupying a position such as I have described without the name of City Manager. We have a great many men who are Commissioners of Finance, or Directors of Finance; we have men who are lawyers with a wide administrative experience, and I feel now that we know what the Manager System is supposed to do, that we can find, in Canada, the qualifications that we need to take on this administrative position. We may have to go outside, and in all fairness we should examine the Field. But, I haven't any doubt that there are many persons fully qualified, if the job is properly advertised, and if you

Council,
September 26, 1960.

don't stick solely to the qualification that he must have been a Manager of another City. He may have, in fact, performed management and administrative functions to an excellent degree and be able to take on the job here with merely a change in title."

Alderman Ferguson: "This is, shall we say, a brief account of the Job Description for advertising purposes? Now, this would be taken from your own Job Description, which you have completed?"

Mr. Terris: "Our own, plus the past incumbent's description."

Alderman Ferguson: "Do you have the complete one with you, now?"

Mr. Terris: "I have here the past incumbent's description of his duties."

Alderman Ferguson: "I mean yours, not his."

Mr. Terris: "No, ours is still in the process and requires a few final touches. I also have the provisions of the City Charter."

Alderman Ferguson: "No, no, I was asking specifically for the one that you say is not completed as yet."

Mr. Terris: "This is an improper time to discuss that. The Job Evaluation studies are not complete."

Alderman Ferguson: "Yet you have used a brief form of it to hire a top executive."

Mr. Terris: "And all in complete correlation to:

1. The past incumbent's description.
2. Certain Thoughts expressed by Council to date.
3. To come up in the Agenda, tonight."

His Worship the Mayor: "I think if you want to give Mr. Terris further guidance as to the kind of person you are looking for, I think Alderman Lloyd expressed many helpful thoughts."

Mr. Terris: "We are not qualified or empowered to change, in any way, work or work content which has been allocated by Superiors. We can only describe that which exists."

Alderman O'Brien: "Your Worship, I would like to say a word or two about the kind of Manager that I would like to see, and raise an odd question

Council,
September 26, 1960.

about the Specifications, perhaps because I don't understand them. I like the previous Manager's Description of what education should be required even though he, himself, indicated he didn't have it, that was a Bachelor's Degree with a Master in Public Administration, and, perhaps, we could stop there and ask Mr. Terris to indicate the difference between the Master in Public Administration and the Post Graduate in Business, and what actually the two things cover."

Mr. Terris: "Alderman O'Brien, you put me right on the spot, and I cannot answer the question other than to say that on the Manager's Specifications you have before you the most contentious area as far as the City of Halifax is concerned, and I'm glad you zeroed in on it. To my own personal opinion, and this is my personal opinion not the City's, I could not care less what a man has in the way of education. My Mother put it this way; there are intellectual people and there are smart people. She wouldn't give a 'hoot in Hades' for a man who had sixty-nine degrees from a recognized Educational Institution if he weren't smart. And you have all seen, I am quite sure, those people who have had nothing more than first or second Grade education who have gone farther than those with a string this long; who have the astuteness, the ability, the concept, the mental ability and the willingness to move at the right time and, most important, the ability to smooth the way with people to a given end, and, I hope -- here is the major point -- that the given end is that which is continuous and best for, in this case, the City of Halifax."

Alderman O'Brien: "Now, tell us the other side of the story."

Mr. Terris: "Now, the other side of the story -- from the standpoint of training alone and I will tell you in this case, our own Firm, we ask for Degrees. No man can enter or be a candidate for our Firm unless he has a Degree. For one thing, it is a measure of intellectual ability, under the teaching system; this we are told. It is not always necessarily true, I have to qualify. But, he has been at least exposed to a system of education, a system of thinking, a logical thinking and a whole series of guided and platform-type accumulation of knowledge which supposedly he has the ability to implement and use.

Council,
September 26, 1960.

"Business Managership or the Business Administration Degrees are certainly the type for which we have been looking, if you agree that Degrees are necessary. Liberal Arts will not give a man the background which is necessary to carry on the business dealings of the City. Earlier this evening I heard figures of \$25,000,000. and \$27,000,000. being just talked over very lightly, but these are not light matters. Someone, with managing abilities, such as you folks here in Council, has to realize that what is being talked about is welfare of people and the safeguarding of the people's interests in a financial way as well as in a social way. So the two are correlative."

Alderman O'Brien: "I certainly accept what Mr. Terris says, he has given both sides of it, and having something in on the training means that it is only one of the factors to be considered at the time that applicants are being screened. To me, the all important thing is the No.1 Item on the "C" part of the form, "Chief Administrative Officer" because this is related to the type of education you are after. I feel the man has to have a tremendous amount of management 'know-how'. Whether you call it Business Management or Municipal Management, it is Management 'know-how' that is required. In terms of the kind of information that we were talking about earlier tonight, economic studies and so on, I don't feel that the new Manager has to be able to prepare those himself but he has to know how to get them. He has to be able to put the 'bee' on someone on his staff and see that the job is done. He may be able to do it but the important thing is that it be done and he see that it is done, and if the emphasis is first and foremost on Management 'know-how', it seems to be that some of these other things that are relatively minor and should be delegated; things like negotiation of land sales, grants, and even Union negotiations, public speaking ---I wouldn't even bother to mention. We want a man with good public relations but it doesn't matter to me if he never makes a public speech if he has the management 'know-how' that we require.

Now, in terms of experience, Alderman Lloyd said that, perhaps, a person called the City Clerk in some other City who has the functions that we think of as management functions would be the kind. I myself, would like

Council,
September 26, 1960.

to see us look in this direction, say five year's experience as a Manager in a City of at least 40,000 population or three year's as Assistant Manager in a City of 80,000 population, or experience of equivalent value, which would cover what Alderman Lloyd said. I would like to see us have a man who has had some experience in Municipal Management, if it's at all possible. The title isn't too important, as Alderman Lloyd has said, but someone who has experience in management techniques and has not only the 'know-how' from training but the experience in management practice.

"I would like to ask whether it is important that the age range be drawn as finely as it is; whether it's important that the man be married, and whether it is important that he be 'Canadian'. I would broaden each of those but Council may not wish to. Perhaps, Mr. Terris would tell us why he put them in there."

Alderman Greenwood: "Before Mr. Terris speaks, I want to follow up what Alderman Lloyd said. I certainly agree that, perhaps, we could add the words -- 'or similar experience', in support of what Alderman O'Brien said. I would like to ask Mr. Terris if this 'candidate leadership qualifications' will be brought out by psychological testing of some sort!"

Mr. Terris: "Yes."

His Worship the Mayor: "How much weight is given to this?"

Mr. Terris: "That's a 'loaded' question!"

His Worship the Mayor: "There is some little difference of opinion now whether or not this should be too strong a factor or not."

Alderman Greenwood: "Some of the results I think are very valuable."

Mr. Terris: "I think so. Could we sort of draw a fence here and talk purely on one side of the fence for awhile, and then we'll open the gate and go on the other side? The two sides of the fence will be this: The specific man's specifications and the Job Specifications of the concrete type -- such as experience, age, marital status, and nationality. Then, can we go over on the more abstract characteristics as personality, environment, heredity, which are very difficult to pin down, and which get into cloudy areas. Is that all right with you?"

Council,
September 26, 1960.

His Worship the Mayor: "Certainly."

Alderman Lloyd: "Mr. Terris, rightly as a professional, expects us, also, to speak frankly about things we have observed and noticed to help him in the evaluation of the applicants when that time comes, apart from what it may generate."

Mr. Terris: "Not quite, but almost correct. We will screen out the applicant to the Specifications which you give us, and we'll do a darn good job of that. And, depending on the number who present themselves as candidates, you will get two or three from whom to make your selection."

Alderman Lloyd: "I fully understood that. My point was this, Mr. Terris, that your Firm had a particular function to perform in a professional way. You do not plan to be able to pick a particular man for a particular job better than anybody in the world. You do a fairly good job as a professional. May I humbly suggest to you this thought for what it's worth? On the back of your form is "Background - Canadian". I would be most happy indeed if our next City Manager could assist us in one of our most important functions -- negotiations, the preparation of data and detail for negotiation, and sometimes assisting us in those negotiations with Provincial and Federal Governments. I certainly suggest to you that no matter where the man comes from, Congo, China, or anywhere, he must as an imperative, have an experience and training in Canadian Public Finance and Canadian Government Policies of today. He possibly can, and no person, I say this to you, who is engaged in a City of Canada with any degree of administrative ability at all is without a considerable degree of knowledge in that field. I can take you to Winnipeg, to Edmonton, and other Cities, Montreal, Toronto, Truro, Summerside, where these men have given time and thought and have had experience with negotiations in the Public Finance Field with their respective City Councils. It is extremely important that he have that kind of ability. Apart from the administrative ability that we can possibly get. This is a suggestion to you, and professionally you can reject it if you wish, but I would hope that this will be revised."

Mr. Terris: "Good. This narrows the field of candidates."

Council,
September 26, 1960.

Alderman Lloyd: "No, don't narrow your field, but if you find applicants with that kind of background, certainly give them every consideration when you make a recommendation."

Mr. Terris: "City Managerships are, like any other profession, (and I'm speaking off the record, I hope) a bit of a Union. As an Association, such a group tends to restrict the field which is eligible to enter it. These are the specifications which any given City Managers' Association believes are the eligibility requirements. I say to you, from our standpoint, you may be restricting the field to your detriment, to pursue a Bachelor's Degree plus Post Graduate in Business. I think that the demonstrated capability in a Business Field with, perhaps, political involvement in Council activities, or higher, could very well serve your purpose. The proper mental capabilities will enable any man, who has demonstrated achievement to make a fast start, a running start and accomplish your ends which are to provide, really, information to Council, as I see it, an investigating ability to furnish to the Council facts for the formation of policy and, then, the additional ability to turn around on the basis of policy delivered to him, and instructions delivered to him from Council to get things done in the smoothest possible manner as far as people are concerned."

Alderman Lloyd: "Those are all acceptable to me, but I still want to hear your answer to this matter that I raised, the question of his experience with Canadian Public Finance and Canadian Government Policies of today. These are very important."

Mr. Terris: "They would be highly valuable, and I know of across Canada of perhaps three who would fill this, plus them, but I don't know everyone across Canada."

Alderman Lloyd: "I would suggest to you, Mr. Terris, to proceed with what you are doing but rather than saying just 'Canadian Background', emphasize Canadian that the applicant must be knowledgeable of Canadian Public Finances and Canadian Government policies of today."

Council,
September 26, 1960.

Mr. Terris: "Alderman Lloyd, perhaps, has forgotten that in the original Terms of Reference we were to search Canada first in our advertising."

Alderman Lloyd: "And through the International City Managers' Association you were to advertise."

Mr. Terris: "Yes, irrespective of the place of advertising the requirements were to screen only Canadians. Failing proper Canadian response, the matter was to be brought back to Council and further instructions requested."

Alderman O'Brien stated that it was never a formal decision of Council that the advertising was to be restricted to Canada.

His Worship the Mayor: "No! I don't think it was intended to be that firm, Mr. Terris."

Alderman Lloyd: "I have chosen my words very carefully. I am looking for the ability. Your Worship, I am sorry to emphasize this because I know all of us are very much concerned with it. You heard us talking about a Budget tonight, and you know, Mr. Terris, that the Property Tax Field in Canada is a very much over-worked one, and you know you can find evidences of continuous effort and negotiation going on between Cities and Towns and Municipalities, individually with their Provincial Governments, collectively through their Union of Municipalities, collectively through the Mayors' Federation. They are constantly engaged in finding new divisions of responsibility and a fair share, shall we say, of Federal resources in assisting them to carry on Municipal services. That is why I emphasize that need in the light of this very practical and constant problem."

Mr. Terris: "For money-market knowledge?"

Alderman Lloyd: "If he has that experience along with the other abilities. Now, if you can find him - maybe I am shooting too high, but I don't think I am - it is most desirable."

His Worship the Mayor: "Can we change the Bachelor requirements?"

Mr. Terris: "If you wish to, I am not asking you to. I present another thought."

Council,
September 26, 1960.

Alderman Dunlop: "That was my idea. I think we should have an alternative. I am afraid the man with the Bachelor's Degree plus the Master's Degree, plus the experience, that your Field will be so restricted. I agree those are highly desirable things but I can see that we might get a man with a Bachelor's Degree who hadn't the Master's Degree but had the business experience greater than the man with a Master's Degree."

His Worship the Mayor said he wanted to be clear on this point because he didn't want Mr. Terris restricted to a narrow field.

Alderman Dunlop expressed doubt that a person would be available in Canada possessing the necessary Bachelor and Master's Degrees plus the business background.

Alderman Greenwood: "For example, we might get a Chartered Accountant who is a very highly trained person and who would be as fully qualified as the Bachelor."

Alderman O'Brien: "Your Worship, I wonder if we could ask Mr. Terris whether it is possible in the advertisement, or the information that is given to the people who are considering applying, to say that certain things are desirable. It seems to me, take the business of being Canadian, it is desirable but if we can get a much better man, in terms of experience and know-how and ability outside the Country than we can get in, then, we should take the one from outside the Country; but it would be desirable, basically, for the reasons that Alderman Lloyd gave about knowledge of Government Finance in Canada, at all three levels, to have a Canadian if it is possible. I would like to see the thing broken down into what's considered essential and what's considered preferable."

Mr. Terris: "I would like to point out, Alderman O'Brien, that with respect to Government Finance, at three levels, there would be many in the United States who are very well acquainted and cognizant of the underwriting world, and these people would be, for instance, in the Bond or Investment Houses, yet, not necessarily good Managers, although they might be just that."

Alderman O'Brien: "You are putting a different emphasis on Canadians than I had in mind. I am thinking of Financial Policy as it is related to

Council,
September 26, 1960.

Constitutional limitations in the Country at the present time."

His Worship the Mayor: "What about the qualities of the man? I am thinking sometimes a man's personal philosophy will cloud his judgment in the position he occupies in Government. The man, for instance, that we are seeking here for the position of City Manager must have certain qualifications which will enable him to carry out the job of managing a City; because a City is not a business, despite the Board of Trade, or anybody else, it is not a business and it can't be operated like a business."

Mr. Terris: "With all due respect, Your Worship, you just jumped over to the other side of the coin."

His Worship the Mayor: "I am sorry."

Mr. Terris: "Could we come back to the educational requirements, and we will beat this one down to the ground? I would like to suggest that we say - 'Bachelor's Degree plus Post Graduate in Business desirable, but not a requirement; and we place emphasis on achievement all the way through.'"

Alderman O'Brien: "How do you measure achievement, though? It is easy to measure a College Degree."

Alderman Wyman: "I may be going back a step in the discussion behind what Mr. Terris is speaking about at the moment. It seems to me that the items we have in this form under 'Man's Specifications' are all in the classification of 'desirable' rather than 'required'; to indicate to those who might apply that the forty to fifty-five years age range is about what we think of as being the best; that we would rather have a married man than a single man, and I think that is true, all other things being equal, he fits the Community better if he is; and 'Canadian' rather than anything else is better but not necessary; the Degrees, as somebody said a minute ago, to measure Degrees is the hardest thing in the world. That is to say that a Degree means that a man has been exposed to something with a certain degree of success - it does not mean that in his future life the value of that will ever show at all. It is an indication of something that a man could have that should make him better but doesn't necessarily make him so; and experience as City Manager or Treasurer, as already has been pointed out, there are other positions a man

Council,
September 26, 1960.

may have held where he will have the experience which will make him the sort of thing we want. So, it would appear that all of those are things that are desirable but not essential, and the thing that we really want as essential in here is ability and experience in administration and a knowledge, and I think what Alderman Lloyd said is very correct, of Canadian Municipal Finance. I would almost be inclined to rest the case right there but if proven administrative ability is there and a knowledge of finance in the peculiar financial structure that we have in Canada, Federal, Provincial and Municipal, that we are going to be pretty close to the man we want. Then, of course, there will be on the other side of the fence, the matter of personality, and questions like that that don't appear in the advertisement but have to be sorted out afterwards."

Alderman Lane: "Your Worship, might I ask Mr. Terris if this appointment that has to do with the educational qualifications which are under discussion; to what extent he has taken into consideration the documents left by the ex-City Manager describing his own job; because I would refer you to Item 'B', on page #4, which lists that the City Manager is to prepare, for consideration of Council, plans for the maintenance and construction of City property facilities and services. So, I submit if that is one of his duties he needs to be an Engineer. Now, I think the most important thing that has been mentioned in the qualifications, from my standpoint, Mr. Terris (and I do think that the most valuable thing you have said tonight is repeating what your Mother had to say, not underestimating you), is the need for ability to delegate authority, and I am very, very deadly serious about this. If a man cannot do that there is chaos in his administration, and we have had our own experience in that field. And for me, I don't care if he has any Degrees as long as he has the ability to see that other people carry out the duties for which they are engaged, he is a good City Manager. Now, we've all got our specialized fields; Alderman Lloyd is interested in finance, and properly so, it is vitally important; others may be interested in the legal aspect, but I say in this Business Administrator you have got to have someone to delegate authority. We have the qualified people to do the jobs."

Council,
September 26, 1960.

Mr. Terris: "If I may expand just a bit on that -- you mentioned the fact first that according to the prior City Manager's own description of his duties he was to present plans of a certain nature to City Council, and the very nature of the position makes this delegation, as you mention, absolutely mandatory. For, no man can be everything in knowledge, experience, training or capabilities. He has to be able to delegate; and, more than delegate, to follow up and get back the material which is required. The City Manager would be in, as I see it, a dual sort of a position, or perhaps it's a single -- you can tell me better, to get things done and collect information for you. That's about the size of it, I think."

Alderman O'Brien: "Collecting information is one of the things he has to get done, to get things done."

Alderman Lloyd: "It's a very heavy job of evaluation for the Council on the pros and cons, objectively, on different policies coming to us and the Council needs under our system, the pros and cons of the various matters properly and carefully evaluated because the system, as you know Mr. Terris, is designed to equalize the power of the Aldermen in the Council to equalize the kind of things Alderman Lane is speaking about, to put the Aldermen in the best possible position to concentrate on a judgment decision and not be arguing without all the facts."

Mr. Terris: "And, further, as I see it, to preserve continuity for the public."

Alderman Lloyd: "And to preserve continuity for the Council. You get that continuity in a variety of ways, but we haven't got it at the moment."

Alderman O'Brien: "Would Mr. Terris comment on the Deputy Mayor's suggestion that all of the items are really only desirable, the business of what is desirable and what is essential."

Mr. Terris: "I had hoped that just exactly that suggestion would be made and that the field be broadened because I feel looking for specific experience in City Managership, City Treasurership perhaps, or perhaps City Clerk, and perhaps even to broaden it in Municipal endeavour would narrow the field to too great an extent, would narrow your candidate and would foreclose

Council,
September 26, 1960.

any possibility of getting some pretty ---." (He seemed to be lost for the proper words).

Alderman Lloyd: "You are right, Mr. Terris, but I must exert this. I hope you will forgive me. I can only be helpful to you, and your Organization, speaking from our experience whether our judgment is good or bad about it. We must speak frankly and openly about it. We must be extremely careful in the matter of businessmen entering political life without any experience in Government. Many, many men in the United States, and in Canada, during the war who entered into war-time jobs, landed up in Hospitals with ulcers and frustrations, and because they had never been exposed to the kind of unique practices, policies and procedures that must be the red tape of Government, because it is a body responsible to the public, and exposed to public view constantly. Now, by all means, broaden your base of enquiry. Let it be broad enough to attract anybody who has a keen interest in these matters. Take our former City Manager, three year's experience in the Town of Milford, Connecticut, a population of 20,000, and before that time, no experience whatsoever in Municipal Administration. I believe that is the case, Your Worship."

His Worship the Mayor: "That is right."

Alderman Lloyd: "None whatsoever."

Alderman O'Brien: "Except the standard is higher in the States."

Alderman Lloyd: "Yes, the standard is higher but, on the other hand, he had a dedicated interest in the matter of Civic Management - there's no two ways about that - no one will deny that. He was keenly interested and dedicated in his work. I don't deny him that whatsoever, and if that was the kind of quality that you set as a deep sense of interest in his work; a performance in some field to show that he can grasp the essential of this very rapidly and begin to perform rapidly, yes, by all means. But, if we can get a head-start and find a man who is already acquainted with the things that we have been talking about tonight, in the field of Municipal Government as well as the other background that you are talking about, the Business Administration, experience in business and how businessmen think about Governments and Taxation, and the like, this certainly would be most useful. But, for Heaven's sake, if you broaden the base, broaden it as much as you like - explode the thing

City Council,
September 26, 1960.

wide open - you are looking for a capable Administrator of a City but when you start to sift out, you have got to look for the kind of things you have been talking about before you make a recommendation."

His Worship the Mayor: "It it agreed, then, that Mr. Terris should proceed on this basis; that he should broaden the base, as suggested by the Committee?"

All members: "Agreed!"

Alderman O'Brien: "Your Worship, I am not disputing that. I thought perhaps you were going to pass on to the other side of the fence that we talked about before, and which he still hasn't answered -- the two items I asked about. I think we have discussed the value of being Canadian sufficiently for my purposes, but what is the importance of being married and being between forty and fifty-five years of age?"

Mr. Terris: "I would like to suggest, for your consideration, that you hold an upper limit of fifty-five but put no lower limit on the age bracket."

This was agreed to by all Council.

Alderman O'Brien: "Why fifty-five years?"

Mr. Terris: "You want mileage?"

Alderman O'Brien: "You mean, you want ten years available if you get a good man?"

Mr. Terris: "Yes, On marital status -- persons with marital responsibilities (meaning he has a wife and, possibly, children) have, in effect, their feet anchored and they are not likely to be as impulsive, as jumpy, as nervy and as eager to look for new fields as a single person would with no responsibilities."

Alderman Lane: "Oh, I could shoot that one full of holes."

Mr. Terris: "I am speaking statistically, generally."

His Worship the Mayor: "He is speaking as a general rule."

Mr. Terris: "I think it would be unfortunate were you to acquire for this position a single man who felt that he must to to Tahiti or Bali Bali within two years." We can only speak in generalities. The major weight

Council,
September 26, 1960.

is in favour of marital status."

Alderman Lane: "You are eliminating men who may have lost their wives - a widower - who may be well qualified. If you say married, you mean he presently has a spouse. I don't think that is necessary. I think a man who is experienced and who probably lost his wife, and his family is relatively grown, I don't think he has to have a wife to bring with him by any means."

His Worship the Mayor: "Preferably married."

Mr. Terris: "I gather that we will entertain United States applications also; or applications from the United Kingdom or anywhere else."

Alderman Lloyd: "I will stick to my 'guns' provided he is knowledgeable about Canadian Government Public Finance and Policy. Then, I say, he can come from anywhere, but he must have those prior qualifications."

Alderman Lane: "I agree with that."

Alderman O'Brien: "Now, we are getting back to essentials, it seems to me, and I would like to draw this reservation on this one for myself. It seems to me that this knowledge of Canadian Financial Policy, at various Governmental levels, is very useful to us but it isn't the number one thing. I wouldn't say that it is an essential. I feel if a man has the other qualities of leadership and management 'know-how' and experience, and can get things done, then, he can make use of members of the Council and members of his Staff, who have knowledge of this sphere and that would do. What Alderman Lloyd suggested is desirable but if you put it in the essential category - it seems to me we are closing out almost everybody outside the Country."

His Worship the Mayor: "Mr. Terris, do you want to make any comments on that?"

Mr. Terris: "Only that I think that it is true and if you were to bring this to an individual context each of you thinking of yourself as the person -- Is there any one of you who would deny the fact that he, or she, could gather the information in a relatively short period of time concerning Municipal Finance and Government Finance, and be able to operate effectively within that context? I agree with you, Alderman Lloyd, that it is very desirable."

Council,
September 26, 1960.

Alderman Lloyd: "I compromised and agreed to the words, or terms, 'preferable'. I have no doubt in my mind, whatsoever, that now that we have had a City Manager System for eight years in this City, we have a functioning organization under that system affecting the important principles of Government organization which it demands. But, it is going to be a lot easier to find applicants now than it was eight years ago. Furthermore, the members of Council recognize that the principles of the Manager System were sound ones to follow. We don't necessarily blindly follow everything that comes in the literature from the organization, but we do, in general, agree with the principles; and it is extremely important Mr. Terris, at this time, that the terms 'preferable' be used."

Mr. Terris: "But not an absolute?"

Alderman Lloyd: "Not an absolute, no, no, because conceivably you might find the kind of person that you suggest who would be able to grasp, very rapidly. But, please remember, the skills and strengths of your Mayor will vary from time to time. They might vary very shortly; I can see two Lawyers, a Chemist and a Chartered Accountant, one of whom is liable to be elected to Office. It is conceivable we may have a Newspaperman; it's conceivable we may have a Doctor; we might have a Businessman, such as Alderman O'Brien. We have an ex-Chief of Police who might be the Mayor. Well, I say it is because of those variations in the skill of your Mayor that we are looking for as much safety and continuity of effort in the field of knowledge about our kind of Municipal Government in Nova Scotia and Canada."

Mr. Terris: "Your remarks are borne in mind, Alderman Lloyd."

Alderman Lloyd: "That's all I want."

His Worship the Mayor: "Any more questions on this side of the fence before we go to the other side of the fence?"

Alderman Wyman: "What about the other side of the paper before we talk about the other side of the fence?"

Alderman O'Brien: "Let's scratch out 'public speaking'."

His Worship the Mayor: "Why not ability to communicate to the public?"

Council,
September 26, 1960.

Alderman Greenwood: "That is absolutely necessary."

His Worship the Mayor: "It is necessary for the man who occupies the post of City Manager."

Alderman O'Brien: "I mean there is more than one way to communicate to the public."

His Worship the Mayor: "I think there would be times when he would have to speak before organizations. He even has to be able to speak properly here in Council."

Alderman Lane: "A good public speaker is a matter of opinion, to me. The ears of the people -- people have to listen to him. He may have the ability to transmit information and he may not be a good public speaker. I don't think it is essential in any sense. There are fifteen people here who are supposed to do the public speaking for this Council."

Alderman O'Brien: "Let's hear what Mr. Terris has to say about this."

Alderman Dunlop: "If we get a man with all these qualifications, he will be able to talk so there is no need to make that one of the qualifications."

Alderman Greenwood: "There is no harm to leave it in there."

Alderman O'Brien: "Are these things supposed to be on a par?"

His Worship the Mayor: "Oh, no!"

Alderman Lloyd: "Public speaking, you mean in the sense of being able to impart knowledge to others and give clear and concise directions. And, also, on occasions to be able in public, where he is addressing the Council, to express himself fairly precisely on the matters that he brings to Council."

Mr. Terris: "There's a bit more. Under the City Charter, the City Manager is responsible for negotiations with the Union and I can foresee a circumstance in which we would have to speak to the members of the Union, and there it is not really facts and information that carry the load."

Alderman Lloyd: "And, I think, also, he will represent us on many occasions in groups and activities as a City Manager, not as a Civil Servant. I think we would like him to be able to acquit himself creditably on those occasions when they arise. To that extent some public speaking might be desirable."

Council,
September 26, 1960.

Council agreed to leave the Public Speaking requirement in the qualifications.

His Worship the Mayor: "Any more questions or remarks in connection with #4, under 'C-4'?"

Alderman O'Brien: "Could the Fire Department be exempt from this Union negotiation? Union negotiations except Police, should it not be except Police and Fire, or what is the situation?"

His Worship the Mayor: "They actually have an International Union, although it never really functioned in Nova Scotia."

Alderman O'Brien: "Do they negotiate with the Manager or with the Safety Committee?"

His Worship the Mayor: "With the Safety Committee."

Alderman O'Brien: "Well, just to be correct, shouldn't they be included in this Clause?"

His Worship the Mayor: "I don't know why we don't."

Alderman O'Brien: "You have Police and Fire up in the #1 Item but down under the Union Negotiations it says 'except Police'."

His Worship the Mayor: "Whatever reasons Council may have invoked for the exclusion of the Police and Fire Departments from the Manager's jurisdiction at the beginning of this position, I cannot see, and the Chief of Police, who is here tonight, will tell you that except for matters of discipline and the actually carrying out of the Police work of the City of Halifax, he has conferred consistently with Mr. DeBard on matters of finance, and so on, effecting the City of Halifax."

Chief of Police: "Consistently and regularly!"

Mr. Terris: "I think it is the City Charter which restricts the Police."

Alderman Dunlop: "I think we should leave out that bracket. Maybe the new Council might bring this whole system into effect, and I would rather imagine if a City Manager comes here on the basis of they are not in and they were put in, he would expect more money. I think we could, very well, without deciding if they were to come, or do anything with them, just take that bracket out."

Council,
September 26, 1960.

His Worship the Mayor: "I think Union negotiations broadly is enough, delete the word 'excepting'."

Alderman Wyman: "I think it could be taken out of the advertisement too. A man coming under those circumstances will learn of the exception when he gets here; it's a detail of the job rather than trying to draw a picture of it."

Alderman Lloyd: "I agree with Alderman Dunlop and Alderman Wyman that any reference to that should be left out because if he has the qualifications and should, as a City Manager, be in complete harmony with the Departments to work out some arrangement. With the City Manager difficulties we have now he will possess the qualifications, find the proper relationship with the Division Heads."

His Worship the Mayor: "I think in the past, though, it has come through the Department Head rather than through the City Manager; an unwillingness on the part of the Department Head to approach the City Manager and inform him."

Alderman Lloyd: "If there is no trouble, what are we arguing about?"
The suggestion was agreed to by Council.

Alderman Dunlop: "I understood we wanted a high-class man, and if we put in an advertisement - about three lines -- 'A high-class, fully qualified man'; I think we would get it without spelling all these things out, because they're not going to recommend a man who can't do the job, and I am sure we are not going to take one. We'll not likely get a man highly qualified in everything."

Alderman Lane: "If all this goes in, we won't get any."

Alderman Dunlop: "That's what I am afraid of."

Alderman O'Brien: "The salary is to be open in the advertising?"

His Worship the Mayor: "I think so."

Council,
September 26, 1960.

Alderman O'Brien: "I would like to state my view on the salary question and that is this -- that we want the man who has the kind of management 'know-how' we have been talking about; who can get things done; and we will have to pay whatever salary is required to draw that kind of a man. That is my position on this."

His Worship the Mayor said that the matter is open, and despite any salary which may be applied to the position in the Job Evaluation Report, the Council has the right to leave the salary open; and he concluded 'freedom of action in the appointment is necessary'."

Alderman O'Brien: "But, it may affect his judgment in screening if he feels that the top salary the City would pay is \$15,000.00."

His Worship the Mayor: "Mr. Terris knows our Budget. He knows our administrative setup at the present time. He knows what our Department Heads are receiving, their responsibilities, and so on. He will be able to recommend to us 'Look, I have a top-notch man for you. He wants 'X' Thousand Dollars. It is higher than the next man, but I recommend the top man and that you pay that man that salary."

Alderman Abbott: "That is the kind of service we want."

Alderman Lloyd: "That is right, and more so at the moment than ever in the past."

Alderman Greenwood: "I think the whole Council feels that the salary is an open matter."

All members of Council expressed agreement on the matter of leaving the question of salary open.

Alderman DeWolf: "You may find a man who is presently drawing a salary of \$7,500.00 to \$8,000.00. To jump him up to \$15,000.00 might be poor judgment, but if we start him at \$12,000.00 and let him go along, if he went to \$15,000.00 he may think that is the end of the line. If we start him at \$12,000.00, he goes up. Before we brought Mr. DeBard here, he got \$5,700.00; then, here he started at \$12,000.00 a year. He had quite a jump from the start and, probably, he would have come for \$10,000.00. It may be the man would jump from \$8,000.00 to \$12,000.00; and be a first-class man in every respect and in

Council,
September 26, 1960.

every detail but one. He will learn that one thing if he is the man that you are going to recommend.

"However, I feel that if Payne-Ross have judgment enough to produce the man they will have judgment enough to know how to deal with him."

Alderman Lloyd: "Exactly!"

His Worship the Mayor: "Is there anything else then before we leave this portion of it and go to the other side of the fence to talk about the human qualities?"

Alderman Dunlop: "Oh, I think we will leave that to them. If we get a man with the qualifications the other human qualities will naturally fall in line."

His Worship the Mayor: "As a matter of fact, we moved across the opposite side of the fence quite often tonight and we discussed the human qualities."

Alderman Greenwood: "All I think, Your Worship, that Council wants is reassurance from Mr. Terris that he is going to pick out a man with the proper leadership qualifications and some rough idea how he is to screen them. Then, I think we will be completely reassured."

Mr. Terris: "Could I answer with a bit of an analogy? I am going to talk about my own Firm and the candidacy of particular individuals for the Firm, and I see a great correlation. We consider that any man who is going to be a good Consultant has the technical qualifications and, just in order to get by the initial screening, the technical qualifications must be very high for whatever function he is going to serve within our Organization. So, let us say, technical qualifications - the very best we can get, and we will pay for them, but if I were to put it percentage-wise in order to be a good Consultant, 20% technical qualifications and 80% ability to work with people. Now we differ in this situation, as far as a City Manager for Halifax is concerned, and a candidate for Payne-Ross is concerned. We don't expect this man for Payne-Ross to demonstrate the ability to get along with people, he must have any characteristics which our psychological test will show. He will have to have the intuitiveness, the mental agility, the mental ability.

Council,
September 26, 1960.

You find in very short order that he is not going to consult and be able to implement his ideas, which are correct to begin with, unless he can work with, through and around people. The ability to acquire confidences is exactly what we are talking about. So, we will take on a man with the technical abilities and the personality, characteristics which show evidence that within a very short period of time he can be a good Consultant on the other 80% factors.

"Now, I think the other 80% you are talking about here, a man who has already demonstrated his business ability, in effect, with the qualifications laid out here, desirable but not absolutely required. That is so essential. You want on the human side what is going to be almost impossible to get, a man who will get along with everybody and I don't think you want that."

Alderman Lloyd: "A man whose general personality would be reasonably supported by a fair majority of the Council at any time. I think that is about the best way we can answer that. You won't get a man who satisfies everybody, but I think that in numbers there's safety. In this Council there are lots of times when anyone of us is liable to get a distorted view of a matter but we are happy to forget about it. Those things do happen. A lot of the differences of opinion with a Manager might arise from some particularly keen feeling about a matter at the moment. I think, generally speaking, a man who gets along with people is what you are saying."

Mr. Terris: "That is the nub of it, Alderman Lloyd. The short-term items that come up which generate a lot of heat, smoke and perhaps some flame -- I can foresee differences for this poor fellow."

Alderman Lloyd: "I don't know what we're talking about. What happens to the entire Civil Service of Canada? Do they go through this drill from the Deputy Mayor down? I think you are over-emphasizing it. I think it is simply important that a man have some personable qualifications in tact, not too sensitive about the odd barbs that come flying around in a Public Body, at any time, and be able to 'roll with the punches' and still keep his 'eye on the ball' in the direction he is going."

Mr. Terris: The Consultant is in a good position to get the meaning of the analogy. It is a 'hit and run' sort of affair where the consultant

Council,
September 26, 1960.

comes in and makes the recommendation. It goes on to implementation; and, then, it is gone and comes back for a short period of time and never does the protracted personality conflict when a situation arrives. It doesn't. In this instance, for a City Manager you are asking that a man be objective; that he retain for you consistency and a constancy in his thinking and in his endeavours for the City; that he be high principled, certainly; and that he always bear for you a consistent, straight path where you, as Council, can be swayed by public furor. Is that reasonable?"

His Worship the Mayor: "I would say so, yes."

Alderman Lloyd: "I think you have covered it well enough, Mr. Terris."

It was agreed to direct Mr. Terris to proceed along the lines of the discussion.

9:50 P. M. the meeting of the Committee of the Whole adjourned.

9:52 P. M. Council reconvened with the following members being present: His Worship the Mayor, Chairman; Aldermen DeWolf, Abbott, Dunlop, Lane, Fox, Ferguson, Lloyd, Wyman, Connolly, O'Brien and Greenwood.

His Worship the Mayor advised the meeting that a letter had been received from the Board of Trade, respecting the Council - Manager form of Government.

Alderman O'Brien: "Are you going to put it on the Agenda for a later meeting or refer it to the Committee?"

His Worship the Mayor: "I think we will refer it to the Finance Committee for further study."

LETTER - FORMER CITY MANAGER RE: COUNCIL - MANAGER SYSTEM

Alderman O'Brien: "It is subject matter, roughly, which has been referred back to the Committee. Your Worship, shortly after the Manager's resignation, if you remember, he gave us a memorandum which indicated some of his reasons, and I asked the question as to whether the Finance Committee had finally considered what were alleged to be weaknesses in the Charter, and so on, and it was my understanding that the answer was 'yes'. Maybe my memory is wrong."

Council,
September 26, 1960.

MOVED by Alderman Lloyd, seconded by Alderman O'Brien, that this matter be placed on the Agenda for the first Council meeting after November 1, 1960. Motion passed.

REPORT - GREATER HALIFAX COMMITTEE

To His Worship the Mayor and
Members of the City Council.

At a meeting of the Greater Halifax Committee held on September 23, 1960, a full discussion was held pertaining to the establishment of a Regional Planning Commission.

At this meeting, Mr. D. J. Bird, Provincial Director of Planning, named the following reasons for the establishment of such a Commission:

1. Public awareness of the need.
2. Business community awareness of the need.
3. Joint Board or Commission.
4. Authority for such a Joint Board or Commission.
5. Well qualified staff.
6. Funds for the staff.
7. Accommodation for the staff.
8. Background material of all surveys and studies already carried out.

He then stated that the only thing lacking was the Commission itself.

The following resolution was then approved and recommended to Council:

WHEREAS the group of prominent business and community leaders of the City of Halifax, the Town of Dartmouth and the County of Halifax reported through their chairman, Mr. A. I. Barrow, on February 22, 1960, that they had for eleven months given serious and continuous study to the problems of growth and development in the area and that they were unanimously recommending "prompt and effective action" toward "the setting up of a Regional Planning Commission";

AND WHEREAS the City, Town, County and Province are now engaged, in a three-year study of housing requirements and potential housing locations in the area, such study being of a nature which would normally fall within the jurisdiction of an area-wide planning commission;

AND WHEREAS various sub-committee of the Citizens' 1960 Committee and the Chairman of that Committee, Brig. Victor DeB. Oland, have underlined in their reports the urgency of establishing a planning commission on a regional or metropolitan area basis;

AND WHEREAS the studies of this Committee over a three-year period have persuaded the Committee that the evidence available to it points strongly to the need for such a commission;

THEREFORE BE IT RESOLVED that the Greater Halifax Committee recommend that City Council approve in principle, and declare its willingness to participate in efforts to establish a Regional Planning Commission at an early date.

Your Committee, having filed its report, now wishes to be discharged of its obligations.

Respectfully submitted,

R. H. STODDARD,
CITY CLERK.

Council,
September 26, 1960.

Alderman Lane: "Your Worship, in moving to accept the recommendation of the Greater Halifax Committee, the Resolution was sent to the members of the Council, along with some details leading up to the Resolution, and in the Resolution that is being submitted there has been a slight change in the wording, we thought it might be advisable, but as it was not dealt with in this Committee may I move that Resolution for consideration of Council?"

His Worship the Mayor: "Yes."

Alderman Lane then submitted and read the amended resolution as follows:

"BE IT RESOLVED that the Greater Halifax Committee recommend that City Council declare its willingness to participate in efforts to establish a Metropolitan Planning Commission, at an early date, provided the Town of Dartmouth and the County of Halifax also participate in these efforts."

Alderman Lane: "It was felt that without the co-operation of the other two Communities it would, perhaps, not be a successful venture. May I say that your Committee is asking to be discharged of its duties, having met at the call of the Chairman. Since its appointment, studies have been made and it is felt that this is the only answer to a solution to the problems for which the Committee was formed. We, therefore, submit our Resolution and ask that this Committee be dissolved."

MOVED by Alderman Lane, seconded by Alderman Lloyd, that the Resolution of the Greater Halifax Committee be approved and the Committee discharged of its duties. Motion passed.

His Worship the Mayor thanked the members of the Greater Halifax Committee for its efforts during the last three years, and hereby honourably discharged them of their duties.

MULGRAVE PARK SERVICE CHARGES TO TENANTS

To: His Worship, C. A. Vaughan, and
Members of the City Council.

From: L. M. Romkey, Acting City Manager.

Date: September 22, 1960.

Subject: Mulgrave Park Service Charges to Tenants.

On Thursday, September 16th, City Council approved a brief dealing with service charges to the tenants in Mulgrave Park.

The brief outlined the fact that service charges estimated to total \$85,220.00