

are concerned not about losses in these plans, but about the profits, and we are discussing whether these profits should be returned to the people directly by means of reduced rates or indirectly through a reduction of taxes.

#### **Paving Resolution.**

"During my first term as councilman there was much agitation in favor of paving some of our business streets, but then, as now, the old cry of taxes was heard. Some said they preferred the muddy streets to high taxes; other groups were for paving, but divided as to methods of assessing the cost. A plan for paving by general tax was voted down. Finally on February 17, 1894, your humble servant introduced a resolution providing a method of paving which was ratified by vote of the taxpayers and which has been in vogue for forty years, with the result that practically every important street in this city is now paved.

#### **Measures Recommended in First Message.**

"My first message as mayor, April 13, 1908, contained the following recommendations: Enlargement of the lighting plant for residential supply of electricity, a municipal hospital, new bridges, elimination of grade crossings, sewage disposal plant, development of a park system, non-partisan elections, abolition of contract system in paving and sewer construction, a public market, unit foot assessment, publication of assessment roll, and a more workable plan of city government. All of these measures are now accomplished realities. The credit for these public achievements belong mainly to councilmen, heads of departments and commissioners who have served at various periods in the city service. I am content with having been connected with these measures as a pioneer advocate and proponent and in having selected most of the administrative officials who have carried these improvements into effect.

#### **Extension of Light Plant.**

"The municipal lighting plant had less than 200 consumers, hardly a single home had benefits of electricity, when I first took office as mayor. Now, thanks to the efficient methods employed by our Board of Utilities, the plant has nearly 18,000 consumers, and the combined water and electric system has been developed from an original investment of \$632,000 to nearly \$7,000,000, without tax levies. The people not only own these valuable properties, but, in addition, they have saved in low cost service during the last 25 years an amount almost equal to the total value of these plants. Of course, opinions differ as to disposition of profits. But the viewpoint of the present board is that the people who consume water and electricity are either owners or renters of property subject to taxation, and hence, as consumers, all pay taxes either directly or indirectly. And in recognition of this fact the Board of Public Utilities has returned profits from time to time in the form of reduced rates (one of two lowest in America) to those from whom the profits have come. This is the policy advocated by the late Karl Peterson and supported by his colleagues on the board. It is the policy urged by the Public Service Commission of this state as the only sound basis for municipal operation.

#### **Purchase of Niagara System.**

"The most far reaching achievement of the Board of Public Utilities, however, was the purchase of the Niagara company's system

human life, can be restored by insurance.

#### **Tax Reduction Recommended.**

"In my last annual message I recommended a simplified plan of government which has been tried out successfully in manager governed cities. I also recommended a plan for the elimination of the greater portion of our county tax. Measures to carry into effect economies in county government along the lines I have proposed will come before the Legislature this Winter. I predict that it will not be long before all cities will be made counties within themselves and all villages and townships will be governed by a small central county or regional board.

"But, while there is much talk about taxes, we should not overlook the fact that Jamestown has the lowest per capita governmental cost of any city of its size in this state. (United States Census Report.) Less than 12 cents per day per capita is the cost of city and school administration in this city. The average taxpayer pays more in gas bills or milk bills than he does in tax bills. People lose their homes not because of the cost of government, but because they have no wages and no income with which to pay either public or private taxes.

"Our troubles are largely due to a faulty national economic system, not to local tax budgets. We hear much about the expense but little about the benefits of public services. The truth is, if we were required to provide for ourselves individually, the services for which we are taxed, our burdens would be ten-fold greater.

#### **Milk Plant.**

"There remains one unfinished project at the close of this administration and that is the establishment of a central sanitary municipal milk distribution system. The people have once voted for such a system. They have not only voted for it, but they have authorized the issuance of \$150,000 of bonds for such purpose.

"Now the government of the United States proposes to supply this city with funds necessary to establish a milk plant and distribution system, permitting the city to liquidate such funds from revenues derived from the sale of milk and without entailing any financial obligations upon the taxpayers whatever. This plant would make possible economies in distribution because of the elimination of waste and this in turn would mean a lower price to consumers and a higher price to the producers.

"Present milk dealers would not necessarily be thrown out of employment because part of these dealers could be employed by the city as distributors and part could go into the business of producing milk under more profitable conditions than is now the case.

"Authorities both at Albany and Washington have written me, expressing the hope that Jamestown will undertake the experiment which they are confident will lead to the solution of the milk problem.

"I trust that the incoming administration will carry this new deal in milk distribution to a successful consummation.

#### **Draft Board.**

"During the World War I was appointed by the governor as chairman of the Local Draft Board, of which the late Dr. John J. Mahoney and the late Frank H. Mott were appointed members. Dr. Mahoney also rendered this city and state distinguished service in the field of public health. Frank H. Mott stood high in the legal pro-