

3. Carrying out more research work and undertaking new development.
4. Promoting exports from Canadian plants.
5. Using as many Canadian materials and component parts in their Canadian operations as can be economically justified.
6. Doing more processing of Canadian materials before export, where this can be done on a competitive basis.
7. Giving local management greater autonomy in operating Canadian subsidiaries.
8. Encouraging branch plants to participate more fully in the life of their communities.

Mr. Norman M. Littell, a member of the American Bar, has offered American companies the following advice:

"As you move out of your own country into Canada, other considerations than the profit motive must be brought to bear upon your decisions. Canada is our most indispensable ally in the world battle line to maintain our free way of life. The plant which you establish will be on Canadian soil. It will be a part of Canada and not of the United States it will become a part of the integrated economy of Canada and its people."

That is the philosophy that makes an appeal to Canadians. When I was in London three weeks ago, I talked to one of England's leading industrialists. Some years back his firm undertook to re-establish certain enterprises in Southern Ireland. Financially it was a success, more people were employed, all seemed well, But my distinguished friend was disappointed at the continued animosity that the Irish displayed towards his firm and all things English. An Irishman finally advised him as follows:

"Bring over to Ireland some of your Greyhounds, for our people like Greyhound racing. And bring over some of your thoroughbred race horses and take part in our racing events." The English industrialist took the advice and his name and that of his firm became popular. He had identified himself with the community.

That I think is the answer. If your branch plant in Canada becomes identified with the community in a broader sense than merely providing employment and wages, there need be no fear of any anti-American feeling being developed in Canada.

There is more to the economic life of our countries than mere exploitation and the skimming-off of profits. The ties that bind our two countries together can be strengthened