

Except as occasion is afforded through such meetings as the Ontario Associated Boards of Trade, they have few means of exchanging ideas with each other, and getting the benefit of other people's experience.

In most cases they are too small to advertise effectively. They are not in a position financially or in the matter of staff to make proper studies of tourist psychology, to find out what the visitors want, what they can be interested in, etc.

They rarely have means to give accurate information (except such things as main roads and mileages) about places at an hour or more's distance.

There is a considerable amount of overlapping, some of it unavoidable but a good deal unnecessary and wasteful.

Thus in many ways, through inadequate knowledge, inexperience, lack of funds and staff, frequent changes in staff, lack of leadership, and lack of a broad outlook, most of the units are functioning less effectively than they might. The most efficient and wide awake of these bodies are the most ready to agree that these weaknesses exist.

#### VI. CONCLUSIONS AND RECOMMENDATIONS

I have now discussed briefly the growth and importance of the Tourist Trade in Canada, the arguments for and against the Royal Bank proposals, and I have described briefly the general set-up of organizations interested in encouraging and handling this traffic.

My conclusions may be summarized as follows:—

1. That the Tourist Trade is one of the half dozen leading industries in Canada.

2. During the next ten years we should expect steady and rapid growth in the tourist traffic. It is not likely that the number of visitors will increase at the same rate as in the past, but it should increase by fifty per cent and might double in the next ten years. With an increase in the average length of stay, and an increase in the average expenditure per capita, the total revenue could maintain or exceed the rate of growth in the past ten years.

3. That the Royal Bank proposals are sound and practicable, and concerted action ought to be taken to carry them into effect.

4. That there is a great deal of intelligent and effective work being done to encourage and maintain the Tourist Trade, but that it suffers seriously from lack of co-ordination, overlapping and uneven quality.

5. I have been continuously and forcibly impressed throughout the period of this study by the amazing lack of authoritative and accurate information on all but the most elementary phases of this traffic. Our statistics of number of tourists are substantially accurate, our figures of length of stay and of total expenditure are fairly accurate and better than they were two or three years ago. But in all other aspects, where they come from, who they are, why they come, what they want, where they go, how their expenditures are distributed, we have little more than a few fairly intelligent guesses and opinions.

My recommendations, in conclusion, cover a somewhat broader field than that indicated in my terms of reference, but are confined to what the Canadian Chamber of Commerce might usefully and effectively do.

1. The Canadian Chamber of Commerce should recognize that an active interest in the Tourist Trade is an important part of its function and duty. This is logical for with almost all of its constituent members the Tourist Trade is a vital and important part of the work, and in most places such work as is being done is centered in the local Chamber of Commerce.

2. The office staff of the Canadian Chamber of Commerce should be enlarged sufficiently to take adequate care of this field. A thoroughly competent