

the winter. Montreal nevertheless affords the best example of modern seaport organization."

"Organization" is the right word to use in this connection. The Commissioners have spent about \$25,000,000 as the trustees of the Dominion Government in the last twenty years in providing harbor facilities; but every dollar of the interest on this sum has been paid promptly out of the earnings of the port. The enterprise of the shipping and railway interests, of importers and exporters have all been organized into a united effort for a common purpose.

The really big development of the Port of Montreal began when it ceased to be managed by the old Board of Harbor Commissioners, the efficiency of which was in inverse proportion to its numerical strength. It was really a debating society which counted for a good deal in the census and for precious little in anything else. When it was not engaged in squabbling it was either "pointing with pride," or "viewing with alarm," and that is about all there was to it. The new Board of three commissioners was appointed under an Act passed in June, 1906.

There never was a time when the Montreal Harbor Board proposed to spend \$25,000,000 on harbor improvements. Like sensible men do in such matters, they broke it gently to Parliament.

When Sir Charles Tupper as Minister of Railways was asking for a further grant as a final settlement in aid of the Canadian Pacific, Edward Blake protested, "But I thought when

we made the last grant, that was to be a final settlement." "Yes, I know," said Sir Charles, calmly, "But this is to be a finally final settlement." Finally final settlements, in connection with great national enterprises, are, fortunately, rare. The great business enterprise that ceases to need new capital, is on the down grade. Sir Charles has been justified by the phenomenal success of the C.P.R. The Harbor Commissioners have been justified in their policy for the last ten years by the financial success of the trust committed to them, no less than by its beneficial influence upon the commerce of the Dominion.

In 1896 the old Board had obtained a grant of \$2,000,000 to complete the works in progress and to construct "any further works required in the Harbor of Montreal," and incidentally to repay the Government certain loans and advances.

But \$2,000,000 naturally did not go far in constructing further works required, and in 1898 the Commissioners got another \$2,000,000 to complete works in progress and construct still further works required.

In 1901 they took another million and in 1903 they made up for the reduction and kept up the average by getting \$3,000,000.

The new Board began modestly in 1906 with \$250,000, but by April, 1907, they had recovered from their bashfulness sufficiently to ask for and get \$3,000,000.

Then they took a rest from borrowing until 1910, when they got busy and took \$6,000,000. In 1912 they got \$6,000,000 to pay off some debentures and complete the construction of