

world over, and, on the whole, the scientific and rational organization of the business of the world would reduce the cost of the handling and distribution of goods at least one-half. Go to any shipping port where they have no modern dock and harbor architecture with its manufacturing and handling facilities scientifically thought out and arranged. What will you see? You will see hundreds of wagons, and trucks, and drays, loaded or partly loaded, or empty, moving slowly across town from dock to factory, or factory to dock, or to railway freight sheds, held up by policemen in the crowded and congested street corners—wasting time—wasting men—wasting horses and motor power—wasting in a thousand ways the unnecessary and duplicated overhead expenses that cost much, which, taken economically and scientifically from the cost of making and handling goods, would not only add to industrial profit, but would greatly reduce the prices to the consumers. Therefore, I say, the men and the communities which are to succeed in the future are those which will practise **THE ART OF SUBSTITUTING NECESSARY FACILITY FOR UNNECESSARY EXPENDITURE.**

The creators of the world port project involved in the idea of the Vancouver Harbor and Dock Extension Company, Limited, and the men who with them have made it financially a success, have done a service to the British Empire and to this city whose significance will grow with time. I am here to show you the plain, cold, scientific facts which should win the goodwill of this community to the greatest project—I mean the one which will be of most benefit to this city—of anything that has been