

## The Allied Campaign as a Business Proposition

(By HARCOURT FARMER.)

If we would win this war—and we will—it becomes necessary for us to consider a purely psychological phase of the matter which has, up to now, been neglected. By "us" I mean that nation which is at once introverted and elastic; the one nation which can combine consistently and successfully personal government with impersonal expansion. I mean, of course, Great Britain. In the face of recent events, which have demonstrated more efficiently than could a hundred Imperial Councils the extent of England's dependence upon her Colonies, a better name in United Britain.

No man is perfect; no nation is perfect. No man—not even the most ardent loyalist—can persuade us that Britain is faultless. On the other hand, no man—not even the most blatant socialist—can make us believe that Britain is otherwise than great. Britain is great, and Britons are proud of the fact. There are concrete and indisputable reasons why this is so.

We are all working, consciously and unconsciously, towards a cohesive imperialism which must be called supernationalism. Simple patriotism was well enough in its way, but it was superseded by imperialism; and now imperialism is inadequate and so it will be followed by supernationalism.

Supernationalism may be briefly defined as the superlative vision of Empire. By reason of this developed enhanced vision, we shall be enabled not only to see our faults as other see them, but we shall be capable of seeing those faults first; so then we shall no longer be in the somewhat humiliating position of learning our shortcomings through the medium of some other nation's Press.

We have arrived at a point in the waging of this gigantic war where we must make an inventory of our emotions. To those who contend that emotions should not appear in warfare, I would reply that shells and snipers are not the only factors in modern fighting; human psychology plays a major part in the constructively destructive war. We should rather encourage than discourage self-analysis. On the one hand we can batter the enemy; on the other hand we can better ourselves. As Mr. Bernard Shaw says, there is supreme need in war time for national self-criticism and national self-possession.

To employ a sporting simile, a boxer who merely slugs and jabs at his opponent in an aimless, thoughtless manner is relying solely on his brute force to carry him through; and, as often as not, he is disappointed in the outcome of the fight. But a boxer who uses his brain, who coldly plans out every hot uppercut, who thinks before he strikes—is bound to win. He has the gift of self-analysis. And, of course, self-analysis involves self-criticism. It naturally follows that a country at war should be able to analyze itself before it can successfully analyze the enemy.

In the London House of Commons we have had recent proof that these views are held by many. The Government has been questioned as to the advisability of consulting the public; it has been asked repeatedly why certain information is deliberately withheld from the people. Until a whole-hearted entente is established between the British Government and the British people, we cannot expect to give the Allied Movement that urgent impetus which shall win us the day.

I do not for one moment wish to be understood as attacking the military policy of Great Britain; the conduct of our offensive and defensive tactics is a matter which should be left strictly in the hands of our ablest army and navy experts. But I suggest that the nation foster within itself a sort of loyal democracy—that is, not in the political sense of the word, but in the fraternal sense. The Government should put more faith in the people, then the people would put more faith in the Government.

In a well-established and efficiently-managed business house, there is a certain spirit of allegiance which permeates the whole; the employee does his best for the firm because the firm does its best for him. The result is direct co-operation.

Why not conduct a war on the same lines? The spirit of allegiance can be deepened and widened and broadened until it becomes supernationalism.

The British army is, for the greater part, composed of business men. It is well then to regard the Allied Campaign as a business transaction. We have pledged ourselves to do certain difficult tasks; we have given, as it were, a promissory note to our women and children that we will be victorious. As business men and as a business nation, we must live up to that agreement.

What are the primary requisites that make for success in any business? First, proper organization; second, co-operation; third, efficiency. And these things, yet neither more or less important, should be a definite and practical idealism.

If these business principles are applied to an offensive campaign, the ultimate results are obvious.

It is not impossible for us to win; it is highly improbable that we shall lose; but it must not be a victory of sorts. "Honor is satisfied," would be an immoral and insufficient way of ending the war. The Allied campaign must be vigorously pushed to a triumphant conclusion in a wholly business-like manner.

Our paid-up capital is men—thousands of them. When the British Empire writes off Germany's account, and declares a dividend to Belgium, and the other centres of Teutonic hostility, it will add a bonus. And that bonus will be based on the accomplishment of great things through the integrity of the Empire.

## Developing the Youth of Canada

Of the activities encouraged and promoted by funds provided under The Agricultural Instruction Act of the Dominion none is more worthy than the improved means which have been made possible for the development of the juvenile mind. There is but one way that the boys and girls can be rivetted to the soil and that is by strengthening their attachment for it. This can only be accomplished by the inculcation of knowledge presented not altogether in utility fashion, but in a manner that will emphasize the brightness, the wonder and the attractiveness of the works of nature. This the boys' and girls' clubs are doing; this the school fairs are doing. This the nature study classes in the public schools are doing; this the school gardens are doing. They encourage association and sociability in the first instance, a desire for emulation in the second, a favorable disposition for the outdoor life in the third, and an appreciation not only of the marvels, but also of the beauties, of creation in the fourth.

All four divisions of the work receive substantial support in every province from the grants de-

rived under the Agricultural Instruction Act. In Prince Edward Island, the sum devoted to these purposes in 1913-14, the first year the Act was in operation, was \$5,529; in the third year, or in 1915-16, it is \$10,050. In Nova Scotia the sum thus employed under the Act in 1913-14 was \$6,700; in 1915-16 it is \$10,000. In New Brunswick in the first year it was \$1,500; in the third year it is \$10,000. In Quebec the first year it was \$3,000; in the third it is \$8,000. In Ontario it was \$10,000, it is now \$20,000. In Manitoba it was \$2,000, it is this year \$5,200. In Saskatchewan it is \$2,100. In British Columbia \$1,000 was so used in 1913-14, but this year for boys' and girls' competitions, fairs, etc., and instruction in public schools, \$17,000 is to be spent from the grants. It must be understood that while in some of the provinces the money is directly employed for the purposes set forth, in others it is used in other ways and the sums required for school fairs, school gardens, and so on, are received from provincial and municipal sources. The figures, however, are in themselves abundant indication of the far-reaching benefits conferred by the Act.

## The Commercial Traveler

### COMMERCIAL TRAVELLERS' ANNUAL.

The forty-third annual meeting of the Commercial Travellers' Association of Canada was held in Toronto on December 29 last. The annual report for the year ending Nov. 30, 1915, was most satisfactory, the balance carried to permanent reserve being \$43,076.68, and surplus allotment account \$32,389.17, making total assets \$1,158,869.02. The financial statement for the year showed receipts at \$181,946.46 against disbursements amounting to \$173,157.93, leaving a balance in bank of \$8,788.53. Disbursements included subscription to patriotic funds of \$10,775.91, and investment debentures amounting to \$72,561.31, including \$10,000 of the Dominion War Loan bonds. The profit and loss account was as follows:

#### Profit and Loss Account.

Dr.	
General Expenses	7,437.29
Office Expenses	5,117.38
Building Expenses	3,534.05
Building Improvements	503.54
Furniture	85.50
Subscription to Patriotic Funds	10,775.91
Mortuary Benefits	73,142.95
Surplus Allotment	32,389.17
Balance to Permanent Reserve	43,076.68
	\$176,062.27

#### Cr.

By Certificate Account	\$118,229.50
Interest	53,217.97
Rentals	4,615.00
	\$176,062.47

The members present agreed unanimously to give the board of directors power to vote whatever sum of money they see fit to patriotic societies. The president made a strong appeal on this feature. The following officers were elected for the ensuing year: President (re-elected), Jas. G. Cane; First Vice-President, Alex. Cook; Second Vice-President, J. W. Charles; Treasurer, Edward Fielding; Directors, J. W. Charles, John Curtis, Harry J. Dodgson, F. W. S. Davies, John Everett, R. G. Hector, M. Matthews, R. W. Menzies, Walter Moore and F. J. Zammer; Kingston Board, W. H. Graham and John Wright, and Guelph Board, T. H. Gemmell.

### EMBARGO ON LIVESTOCK LIFTED.

The embargo on livestock from the United States to Eastern Canada has been lifted. It was raised some time ago as regards importations to Western Canada, and now this has been made general. The single exception in livestock from the state of Illinois, in which state there still appears to be traces of the foot and mouth disease, which led to the putting into effect of the order prohibiting export. Special regulations have been made governing importation from Illinois. The importation of cattle, sheep, goats and swine, is prohibited. Horses may be admitted on the receipt of a special permit from the Veterinary-Director-General. Dogs and cats, pet birds, etc., may be admitted. Live poultry is prohibited. Hides must be disinfected. Wool may be admitted under certain conditions.

### TORONTO BUILDING PERMITS LESS.

The number of building permits issued in Toronto last month showed an increase over December, 1914, being 222, as against 190—but the value of the buildings to be erected showed a big decline, being \$696,863, as against \$835,845 the year previous, a falling off of \$138,982, or 16.6 per cent. November ran 8 per cent higher than the previous year, but every other month of 1915 showed a decline—49 per cent in October, 55 per cent in September, 67 per cent in August, 75 per cent in July, 72 per cent in June, 71 per cent in May, etc.

For the whole year 1915 the value was \$6,651,889, as against \$22,094,288 in 1914, a decline of \$14,042,399, or 67 per cent, evidencing the remarkable falling off in building activity in that city.

The Maple Leaf Milling Company in all probability, from present indications, will not rebuild their mill recently destroyed at St. Catharines, Ont., but will remove to Parry Sound, where they have been offered better inducements.