

territory, but with many intersections by competing lines, making it advisable to adopt common fares at many points, which have their effect on the majority of fares over the entire system, also owing to the extension of through ticketing arrangements between all railway points on this continent, the problem is far from simple, the work heavy and wearisome, though interesting. One tariff alone may contain 10,000 fares, and any large system has literally scores of such tariffs prepared with utmost care, scrutiny and comparison. Tickets are of many classes, and reading over as many routes, rail, inland waters and ocean, as tariffs may provide for.

Excursions must be duly arranged for, as well as the several classes of traffic for which special tariffs and tickets are provided. As special train movements must be provided for in case of excursions, the closest attention is necessary to the correctness of advices to the different departments involved, with close supervision as to the carrying out of the arrangements, as any neglect of the smallest detail is almost sure to cause inconvenience and serious consequences.

Statistics must be kept of results of train operation, including the different departments, recording revenue or expenditure, which must be scrutinized perpetually to arrest any waste or to watch developments with a view to increased revenue. In like manner the handling of department accounts affords an opportunity for careful study of the expenditure.

Advertising, in which should be included the right kind of publicity, has become one of the most important branches of passenger department work. Not only must copy be supplied for advertising space contracted for in the daily and weekly newspapers and periodicals throughout the land, but news items and stories, keeping the name of the transportation company prominent, and impressively before the public, must be prepared and insertion obtained. Through this latter medium it is possible to reach a score of millions of readers or more in the course of a few months. This also creates a better understanding of the railway aims by the public, who, as a rule, never come personally in contact with the higher officials of a railway, and their impressions are more readily formed from the more or less impersonal treatment they receive while travelling with hundreds of others and imbibing adverse criticism or theories by the way.

Display posters and bills are prepared and issued, together with tons of carefully prepared and arranged public time tables. Literature attractively prepared, tastefully printed, and profusely illustrated, must be supplied the soliciting staff for distribution and to drive home the statement that this particular route is the only popular one, or that the prospect needs a change of scene. All are familiar, however, with the nature and variety of these publications.

Tourist traffic is the business that the transportation companies must create, and it really requires more careful and patient tending than any other branch of passenger traffic. There would be little tourist traffic if it were left to develop by itself. The seeds of a desire for travel or change must be sown by the passenger department, and this is the impulse of tourist travel. There is a satisfaction, however, in knowing that once interested this business increases rapidly in volume to each particular section, it becomes a very valuable addition to the local traffic, and in many cases warrants an improvement in train service, from which a large community of regular travellers benefit, and which could not be provided without the through tourist.

Off to the west the mountains rear their snow and ice capped pinnacles, a very ocean of them, and for a long time were considered a never ending detriment to the development of the coun-

try. If a cash value were placed on scenery they would be very rich, but then capitalization from a national standpoint is established alone by the efficient work of the passenger department.

Nor are the millions spent in the mountain and other resorts of Canada the only national benefit received. The tourist from other lands becomes interested in Canadian institutions and investments and where he comes to play and rest he is easily induced to own and develop property and aid through his investments the development of Canadian manufactures and prosperity.

An illustration of the benefit to a community the railway activity produces in promoting tourist travel might be instanced to advantage in the business in one of the eastern states during the summer season. Maine is a prohibition state, but tourists leave there annually in the hotels and farmers' hands over \$15,000,000. The railways glean besides a reasonable return for their efforts, while producing a satisfactory result to the tourist or health seeker and the local community. Corresponding results might be quoted in the development of travel to Florida and California



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in the winter, the Pacific Coast and mountain resorts at other seasons, and surely the railways have been largely misunderstood by the people whose best interests are at stake, while through legislative action and otherwise, every influence has been employed to curb and restrict their operations. Happily this attitude is passing, or is being directed more and more in other directions in favor of the square deal. Possibly the public will realize, as every student of transportation economics does, that unless this, the greatest business in the world, is made the business partner of the people, neither can prosper or develop.

Immigration and colonization are closely allied, and this branch also calls for specialized work in order to be effective. It is a very important work in its relation to the freight and other industrial traffic revenue of the line. In this work a place must be found where each settler will fit, so that a very wide knowledge of the country and its needs must be acquired, as it is necessary to talk intimately of conditions in sections of the country one, two or three thou-

sand miles apart. Happily, in Canada, we have many talking points, as it is mostly good, and often I have said to a prospective agriculturist, which class is our chief concern, copying an old Chinese proverb: "If the farmer be diligent the soil will not be lazy."

Baggage and its care has received its share of study and attention in the last few years, and it is truly amazing to what perfection its transport has attained. Losses are very seldom experienced in the millions of pieces handled in the year, a result aimed at in the feeling that no matter how pleasant a journey, or what courtesies are received on the train, if baggage is not promptly produced at destination, the testimonial which the traveller has determined to insert in the newspapers on arrival is converted into a withering and sarcastic commentary of the rottenness prevailing on that particular line, and to the passenger official the missing article looks more precious and as difficult to redeem as the one mourned by the shepherd of the other ninety and nine.

Train schedules and equipment is a matter of almost daily study in the general passenger department. In the first place, the needs of the travelling public must be fairly provided for, while the trains operated must be confined to the number which will just suffice and leave terminals and important points at the most suitable hour, at the same time assuring ourselves that the revenue will be remunerative to the company. The public presents many problems in this connection, as varied almost as the number of would be travellers, and while numerous suggestions are furnished to meet peculiar personal needs, a decision must be reached which will please the majority, and the results are disastrous and expensive to the company if any mistake is made in the arrangement of these schedules. Further, when a new train is decided upon to take care of a particular traffic, while supplementing other trains, it should not impair their revenue to any extent. If poor judgment is shown, the expense is great, and it may be many months before a conclusion can be reached as to whether the train should or should not be continued.

In the meantime, expensive equipment is employed; for instance, the cost of equipment used on all railways last year exceeded \$1 for each passenger carried; and as a train piles up mileage very fast, whether fully or only lightly patronized, the large expense involved is a fixture which must be grimly viewed. A particular knowledge of the physical features and conditions of the line, also the fitness of motive power for the service required, must be reckoned in dealing with the season's train service arrangements, and suitable equipment for all requirements must be figured on with much care, and requisitioned a year or more ahead, or at the critical time it will not be available. Naturally, it is far from desirable to have more equipment than required of an unsuitable class, an expense and deterioration which must be rigidly guarded against.

When, with other duties in the provision for and care of the travelling public, a passenger department must provide hotels and restaurants on wheels, and give service, too, in these cramped quarters equal to high class hotels, another specialty is introduced into the work which requires little comment on my part as to its difficulties, cares and triumphs, so that this is the only mention I will make of the sleeping, parlor and dining car service, where courtesy of employees, when cheerfully and helpfully given, shines like a precious gem and makes a traveller happy that his choice led him in such pleasant ways.

Passenger work must be different in different sections of the country. For instance, different methods must be employed in Canada, and especially in Western Canada, from, say, New England. In Massachusetts the population is 419 to the square mile, in Manitoba, the most densely populated province of