

as the Canadians had previously thought, it was still heavy, particularly in regard to representational duties for the head of post.

- (3) A great amount of work to be done would become evident on establishment of a system due to the changing nature of the consular duties with greater emphasis on tasks apart from "consular" chores.
- (4) The need for information and improvement of Canada's image.
- (5) A consular system would help Canadians preserve their identity in the U.S.

Chance, therefore recommended an immediate start on a programme aimed at "...the ultimate assumption of all Canadian representation in the United States by Canada."⁵⁵ In an interesting concluding paragraph, he emphasized the importance of the proper choice of personnel in charge of the consulates, and admonished the Department that Canada should follow the advice, "'Don't do it at all unless you are going to do it right.' Canada does not need to vie with the United Kingdom, still less try to outshine it, but it would be lamentable if we suffered by comparison."⁵⁶

Unlike Keenleyside's and Macdonnell's recommendations, Chance's proposal began immediately to wend its way to Cabinet.⁵⁷ Once External Affairs received the appropriations to pay for establishing four consulates, Pearson, "...anxious to proceed with the least possible delay" reminded his minister of the proposals and asked him to submit the matter to Council immediately.⁵⁸ It was, and St. Laurent approved Pearson's report of August 22 in which the Under-Secretary noted that U.S. approval was already being sought to open Chicago and San Francisco on November 1, 1947 and January 1, 1948, respectively.