

3. Vital Statistics—
 - (a) Elimination of all except important statistics.
 - (b) Issue of vital set of statistics to each department and sub-departments.
 - (c) Comparative statistics of other roads.
4. Organization outlines—
 - (a) Establishment of organization and lines in various departments and sub-departments.
 - (b) Co-ordination of organizations in various departments.
 - (c) Co-ordination in all departments.
5. Reports and records—
 - (a) Establishment of standard reports and records.
 - (b) Elimination of unnecessary reports and records.
 - (c) Use of reports and records.
6. Labor adjustments—
 - (a) Analysis of schedules and comparison with other lines.
 - (b) Grievance adjustments.
 - (c) New schedule matters.
7. Analysis of results—
 - (a) Concrete analysis of operating results.
 - (b) Comparative analysis with other lines.
 - (c) Fixed standard to be attained in operation.
8. Foreign relations—
 - (a) Cultivation of friendly relations with connecting lines in all departments.
 - (b) Analysis of methods used on foreign lines.
 - (c) Co-ordination of operation at common points with other lines to eliminate waste.
9. Publicity matters—
 - (a) Determination of extent of advertising and its results.
 - (b) Co-operation with federal, state, municipal and other officers to create friendly relations.
 - (c) Education of the public on railway matters.
10. Recommendations—
 - (a) Resume of past month's operations with comments and explanation.
 - (b) Monthly reports for all departments on program for succeeding month with recommendations on important operating matters.
 - (c) Monthly meetings of heads of departments and sub-departments for general discussion of vital matters relating to company's interests.

Rates on Grain Milled at Montreal in Transit.

The following report by Jas. Hardwell, Chief Traffic Officer, Board of Railway Commissioners, has been adopted by the board as its decision in the matter there-in referred to:—This is an application of the Montreal Board of Trade, on behalf of Ogilvie Flour Mills Co., Dominion Flour Mills Co. and St. Lawrence Flour Mills Co., for the maintenance of the arrangement whereby the C.P.R. carried western grain, either all rail or ex lake, to products destinations on the Intercolonial Ry. via Ste. Rosalie Jct., with the milling in transit privilege at Montreal. The company sought to restrict the arrangement to its own destinations in Quebec and New Brunswick by cutting out Intercolonial stations from Mar. 3, 1917, by supplements to the various tariffs applicable. These cancellations were suspended and necessary provision made by order 25904, Feb. 26, 1917, following the hearing on Feb. 21, 1917, at Ottawa. The tariffs referred to in the order have since been superseded by others to give effect to the judgment of July 17, 1917, in the application of the railway companies for a general increase in rates on grain and grain products east of Fort William, supplementing the judgment in the Eastern rates case.

The stop over or transit charge added to the through rates was 1c per 100 lb. on the all rail grain, whether the products were for domestic consumption, or for export from Halifax, and on the ex lake grain 1c for export and 2c for domestic consumption. By order 26642, Oct. 16, 1917, the last mentioned 2c charge was reduced to 1c, so that this is now the uniform charge so far as the C.P.R. is concerned. The C.P.R. takes the position that this traffic to Intercolonial points is unremunerative, because of the rate division, and the exceptional services necessary to reach the applicants' mills.

As concerns the division of the rate, the Montreal situation is not singular. The eastern arbitraries added to the rates from Fort William, Port McNicoll, or Goderich to Montreal, are for the purpose of striking the through rates; the allocation as between the C.P.R. to Ste. Rosalie Jct. and the Intercolonial is on a percentage basis, so that it is not unusual for the C.P.R. local to Montreal to be shrunk, as explained by Mr. Flintoft, Assistant General Solicitor, C.P.R. The figures are precisely the same whether the grain be milled at Montreal or at any milling point west of Montreal, and Ste. Rosalie Jct. is the common point of transfer to the government line. If, therefore, the line earnings are unremunerative, as

claimed, in connection with the Montreal mills, they must be unremunerative in connection with all the Ontario mills, but no such claim is advanced.

The only feature that differentiates Montreal is the additional service entailed in reaching the mills. These are located on the Lachine Canal north bank siding or branch, built and operated by the Grand Trunk for itself and the C.P.R. under lease from the Crown. The C.P.R. transfers to this siding at Atwater transfer, near its Highlands station. The distance from the transfer to the Ogilvie mill is given as 5.2 miles; the distance to the Dominion mill is somewhat less, but to the other Ogilvie plant at Mill St., where Mr. Black said the bulk of the business was done, it is greater. Mr. Flintoft predicted his distance on a movement of the grain to the Outremont yard, whence to Atwater transfer the distance is stated to be 6.7 miles, making 11.9 miles in all. But the grain, whether all rail or ex lake, moves over the Smiths Falls Division, and if, instead of going directly into Sortin yard, it is taken for operating purposes to Outremont, it does not appeal to me as a movement that should properly be debited to the traffic. The out of line haul between the transfer and the Ogilvie mill, grain in and flour out, is 10.4 miles. The plan gives the distance between the transfer and Sortin as 2 miles each way; but, on the other hand, more or less shunting has to be done at all milling points after the grain gets into the terminal. Mr. Flintoft gave the actual cost of handling cars on the Canal bank branch as \$1.30 a car paid the G.T.R. for the year ended Nov. 30, 1916, or \$2.60 for the double movement. This is no doubt the result of the basis of division of costs of operation and maintenance directed in order 9759, Feb. 17, 1910.

Mr. Flintoft's estimate that three cars are required to ship out the products of two carloads of inward grain has no particular bearing, since it must, if correct, apply everywhere. Undoubtedly, the millers in question necessarily require, from the C.P.R. at least, an unusual service, for which they should be prepared to pay an adequate compensation. The board did not, of course, intend its order 26642 to settle this complaint. By items 122 and 141 of its Special Tariff of Rules and Regulations C.R.C. 3280, the company makes in certain cases an out of line extra charge of 1c a ton per mile, with a minimum as for 20 miles. Applied to the present case, this would give a charge of 1c per 100 lb., in addition to the ordinary mill stop over toll of 1c paid by all tran-

sit millers, and it would not be more even if the Outremont mileage was used. In other words, the transit charge of 2c as desired, would be continued on grain ex lake, milled for domestic consumption, and the charge for export, also for all rail domestic, would be increased from 1c to 2c. This, in my opinion, ought to be satisfactory to all parties.

Mr. Flintoft complained that this traffic was thrown entirely on his company, and I consider there is justice in his complaint. The G.T.R. has no milling in transit arrangement in connection with the Intercolonial, although its local facilities are superior to those of the C.P.R. I mentioned in my memo of Feb. 23, 1917, that the Intercolonial and G.T.R. were negotiating an arrangement and that I expected it would be consummated, but it has not been.

Quebec Public Utilities Act Amended.

The Quebec revised statutes, 1909, article 718, clause C, enacted as follows:—"The words 'public utility' mean every corporation other than a municipal corporation, firm, person or association of persons, the business and operations authority of this province, their lessees, trustees, liquidators or receivers appointed by any court, that now or hereafter own, operate, manage or control any system, works, plant or equipment for the conveyance of telegraph or telephone messages, or for the conveyance of travellers or goods over a railway, street railway or tramway, or for the production, transmission, delivery or furnishing of heat, light or power, either directly or indirectly, to the public."

In 1911, this clause was amended by substituting the word "passengers" for "travellers," and by the addition of "water." The clause was further amended at the legislature's recent session by the insertion, after the word "tramway," of the words "or across or along lakes, rivers or streams."

Flagging Signals on Double Track.

The Board of Railway Commissioners has under consideration the matter of more adequate flagging protection on double tracks and has sent to the railway companies the following draft order which it is proposed to issue in this connection: "On double track, where trains run to the left, a yellow flag on two staffs, or a yellow light 5 ft. above rail level placed to the left side of a track, as seen by an engineer of an approaching train, with a yellow flag, or a yellow light, as a marker, placed on the opposite side of the track to be protected, indicates that the track 3,000 ft. distant is in condition for a speed of but 6 miles an hour, unless otherwise instructed and the speed of trains will be controlled accordingly. A green flag, or a green light, placed beside the track, on the left hand side, as seen by an engineer of an approaching train, at a point beyond the slow track, indicates that full speed may be resumed." Railway companies are asked to file with the board by May 8 any comment they may wish to make thereon.

Freight Train Crews on Electric Railways.—The Board of Railway Commissioners has asked electric railways whether, in the operation of electric freight locomotives, either switching or in road service, the crew consists of two men, the same as one a steam locomotive, or only one man to a locomotive.