

AN IMPERIAL DOCK AND HARBOR ENTERPRISE FOR VANCOUVER

Gentlemen:

We are approaching the day of scientific business. The time is at hand when the business world will be divided into two classes of people: efficiency engineers and hired men. Commerce is becoming scientific; industry is becoming scientific; transportation is becoming scientific; the handling and distribution of freight are becoming scientific. The scientific temper is thrusting itself upon individual men, upon corporations and upon political bodies of men, and it is safe to say that in the future, industrial communities as well as business concerns are to succeed in proportion as they practise the secret of scientific business: **THE ART OF SUBSTITUTING NECESSARY FACILITY FOR UNNECESSARY EXPENDITURE.**

In addressing the Board of Trade of Vancouver on this subject, I shall take a few things for granted. The first is that you know something about modern business. The second is that you know something about economies without which you can know nothing much but the retail peanut trade; and the third is that you are able to take the big view of your own situation. If I have misjudged you in any of these points my remarks will be superfluous, because they will not be understood. Nor am I taking so low a