

The Vice-President—The suggestion of Mr. Black will be referred to the Board.

Mr. John Turnbull moved, seconded by Mr. George Durnford:

"That the ballot now open for the election of Directors, be kept open until 2 o'clock unless 15 minutes elapse without a vote being cast, when it shall be closed, and until that time, and for that purpose only, this meeting be continued."

This was unanimously concurred in, and a very cordial vote of thanks was accorded the Chairman, who acknowledged the same.

#### THE DIRECTORS.

The ballot resulted in election of the following directors:

R. B. ANGUS.

E. S. CLOUSTON.

HON. SIR GEORGE DRUMMOND, K.C.M.G.

EDWARD B. GREENSHIELDS.

SIR WILLIAM MACDONALD.

HON. ROBERT MACKAY.

ALEXANDER T. PATERSON.

ROBERT G. REID.

JAMES ROSS.

RIGHT HON. LORD STRATHCONA AND MOUNT ROYAL, G.C.M.G.

## Notes and Items.

### AT HOME AND ABROAD.

**MONTREAL CLEARING HOUSE.**—Total for week ending Nov. 30, 1905—Clearings, \$26,999,761; corresponding week 1904, \$26,726,638; corresponding week 1903, \$21,261,737. Total for week ending December 7, 1905, \$30,270,786; corresponding week 1904, \$28,541,151; corresponding week 1903, \$21,822,222.

**OTTAWA CLEARING HOUSE.**—Total for week ending Nov. 30, 1905—Clearings, \$2,608,262; corresponding week last year, \$2,063,882.

IT IS SAID THAT IN LONDON there are 26,739 known lunatics. There must be nearly that number in this country writing on insurance for the daily papers.—"The Insurance Age."

**COAL CONSUMPTION.**—New York requires 15,500,000 tons of coal every year, 9 millions anthracite, 6½ millions bituminous. Montreal needs 150,000 tons of anthracite, and probably as much soft coal.

**A PRESS QUESTION.**—The "Journalist," New York, asks "Does the public want sense or sensation? Does a newspaper exist to tell the truth, or does its purpose lie in furnishing half truths, on founded inferences and whole lies for the delectation of a horror-loving public."

**INSURANCE NO BONANZA.**—So ardent a devotee of mutual fire insurance as Mr. Edward Atkinson, of Boston, is quoted by the "Insurance Age" as saying, that, in his opinion, the stock fire insurance companies have not been making any money on their business for some time. He does not think their charge for insurance is equal to the losses and the necessary expense of conducting the business.

**BANK OF HOCHELAGA.**—A Winnipeg wire reads: Messrs. R. Bickerdike, M.P., vice-president of the Bank of Hochelaga; Alphonse Turcott, Hon. J. D. Rolland and J. A. Prendergast, all prominent officials of the same institution, are here, paving the way for important extensions

of the bank's business, including the opening of branches in British Columbia. They also intend to secure a site on which to erect permanent quarters of their own.—"The News."

**C.P.R. LAND SALES.**—Over \$1,000,000 was realized by the land department of the Canadian Pacific Railway from the sale of Western holdings during the month of November. The number of acres disposed of amounted to 202,667, the price received being \$1,075,166, and average of \$5.31 per acre. During the same period the Canada Northwest Land Company sold 16,000 acres for \$106,800, an average of \$6.46 per acre.

**AGENCY ESTABLISHMENT.**—Solicitation, organization and administration are the distinctive features of agency establishment. Without a well-balanced combination of all these factors only an indifferent success is attainable. The ability to solicit is a personal power and lies at the foundation of agency work. To it must be added the capacity for organization, which is the process of gathering, training and holding a group of men possessing the qualities of salesmanship. To attain the mastery of these conditions precedent to success, therefore, must be the aim of every one who aspires to leadership in agency building. To accomplish he must indeed be in earnest; he must strip himself of all distracting interests and concentrate upon this one thing alone; he must be both a student and a worker; and he must be willing to dedicate years of patient and painstaking service as the price he pays for recognition of his developed powers in all the elements contributing to high-grade and well-rounded agency management.

The law of growth and trial, when fully apprehended, reveals the wonderful power of persistence to uncover results. One must know what he wants to do and then learn how best to do it. The viewpoint settled, he must hold continuously to the same objective. If he desires to acquire and utilize knowledge from which growth and increasing proficiency are expected, he must be saturated with facts pertaining to successful agency establishment, and must acquaint himself through observation and deduction with men, methods and conditions. He must be free in thought and action. To adopt the method of another is to strap a burden on the back, but to adapt one's purpose is to assimilate and grow.

If one yield a continued and loyal adherence to the law of trial or personal experience if his efforts are backed up and pushed on by an intense desire projected within the lines of common knowledge, guided by sound judgment and sustained by enlightened understanding, he will grow, expand his horizon and be lifted up on the wings of an eagle.

The man who assumes the work of agency building with reasonable hopes of success must be one who has pursued his work with ceaseless activity in varied forms to gain his strong and sure foothold and to command the trust and confidence of his association and coworkers. His record must be a demonstration of his ability to get results along right lines. His work must stand for truth and strength and his action for conservation and well-considered judgment.

They who succeed in agency work are not accustomed to quail and retire when obstacles rear their threatening forms. On the contrary, they possess the inflexible will, the unyielding tenacity and the fixed determination to find a way or make one through every difficulty presenting itself in the pathway to the end mapped out.

The above is quoted from Mr. Jas. B. Estee's address to agents.