

seems to me to be absolutely essential in the work you are undertaking.'

In organizing a forest, fire protection must be the first aim of all, and the great thing was to make the forest accessible with trails, telephone lines and other means of communication. The fundamental principles on which an efficient forest force was to be built up were thus four in number: (1) No politics; (2) Trained men; (3) Enough money; (4) Federal control.

In the organization of such a force the line of responsibility from man to man must be absolutely clear, and each man must know the extent of his responsibility.

Young men could successfully bear three or four times as much responsibility as one would expect of them.

Then the man must be 'given his head.' An organization where a man simply worked under orders, not even signing the letters he wrote, might ruin the man for high-class executive work. An organization built on democratic lines such as indicated would get twice as much work from men as the more rigid one, and could do field work that could not be done at all along other lines.

Local interests must be given a chance in handling their own forests, in some such way as the Grazing Advisory Boards assisted in the Western States. They must understand, too, that the forests are being handled in their interests. In this way local sympathy is gained.

Delay in dealing with matters of administration must also be avoided.

Antagonism between office and field force must be prevented. As much work as possible must be taken from the office and given to the field men. The U. S. Forest Service exists, not for the office end, but for the field end. In the U. S. Forest Service men were frequently given a change from the one class of work to the other. 'We have a definite order that the recommendation of the field man must not be turned down unless affirmative reasons be given. . . . You absolutely must have the field man know that the man in the office is ready to stand behind him, even to the extent of losing his job.'

A forest service, to be efficient, must combine research work with its executive work. 'The reason the (U. S.) Forest Service exists to-day in the face of many attacks from its enemies is that it succeeded in building up a public sentiment so strong that the men who wanted to destroy the service could not fight that sentiment.' Publicity was absolutely essential, and it should be a regular part of the daily duty of the service to let the public know what is going on.

Hon. Martin Burrell, Dominion Minister of Agriculture, expressed his pleasure in hearing Mr. Pinchot's speech. He referred to the immense loss sustained in his own province, British Columbia, by forest fires, and expressed his appreciation of the great value of the preservation of the forests of the province for the sake of the water-powers, and, in the dry belt, for irrigation.

Mr. R. H. Campbell remarked on the loyalty of the staff of the United States Forest Service and expressed his confidence that Canada could build up as good a service. He emphasized the value of the trained men (such as the Faculty of Forestry of the University of Toronto was turning out) because of their wider outlook. A much larger appropriation than the one now given on Dominion lands in Canada (less than one cent per acre) was urgently heeded.

Mr. E. Stewart agreed with Mr. Pinchot that young men employed in forestry should have enough responsibility to keep them interested.

Mr. E. A. Sterling, Forester for the Pennsylvania Railroad, then gave his paper on 'The Attitude of the Railway toward Forest Fires', a synopsis of which is as follows:—

Although doubtless over-estimated, the number of fires caused by railway locomotives is large, therefore the attitude of the railways toward fires and the possibilities of reducing this source of danger are important. While for many years rail-



Mr. E. A. Sterling.