

exports which would be necessary in order to place a proper share of the support of our industries on the shoulders of foreigners?

"Take steel rails, for instance. The United States in 1887 turned out its maximum product, reaching 2,101,904 gross tons. In 1890 the closest approximation to these figures was reached, when 1,867,837 tons were produced. The average annual output for 1888, 1889, 1891 and 1892, which may be deemed years of normal trade, was 1,112,017 tons. In 1893, when the country was in a state of collapse, the total production was only 1,036,353 tons. Now, to make our trade as large as our capacity would permit, it would be necessary to find annually a foreign outlet for 500,000 to 1,000,000 tons. And where could markets be found for such a huge quantity of rails, when Great Britain and Germany and Belgium are ransacking the earth to dispose of their moderate surplus output? But Great Britain, with her great foreign trade, seems to be in no better condition than the United States. Her rail mills have made as high as 1,235,785 tons in one year, but in 1892 they only turned out 535,836 tons and in 1893 only 379,386 tons, or less than half of an easily attainable production. The same showing could be made in other branches of the iron and steel industry, and would doubtless hold good in general manufactures. The industries of the States are on such a large scale, as our home market is so great, that nowhere on earth, until there is a universal "boom," can outside markets be found of sufficient size and importance to act as a mainstay for us if the domestic consumption suddenly dwindles through the disorganization of business. It is a misfortune of being too big."

THE EYE OF THE MASTER IN HOTEL KEEPING.

The "Hotel World" puts its finger on a very weak spot in hotel management as now organized. In days gone by the house was in every department under the immediate care of the landlady, her eye was everywhere as was that of an accomplished housekeeper in her own home. Now-a-days this supervision does not exist, or exists only in name, as there is no mistress with a personal interest in the house ever watching the employees, and keeping them and their work up to the mark. The paper named says:

"The good impression the personality of the proprietor, manager and clerks made upon the guest is soon lost when toilet rooms are dirty, towels soiled and wet, sleeping rooms dusty and badly ventilated, and slovenly service prevails in the dining room. There must be thought back of all; an active mind, which not only recognizes when a thing is wrong but is accurate in estimating before hand what is liable to take place. A wealthy hotel proprietor was at one time expecting a large party of prominent guests for whom a suite of rooms had been reserved. Orders having been given by the clerk to the

housekeeper to see that the rooms were in perfect shape, a short time before the arrival of the guests the proprietor asked the clerk regarding the rooms: "Have you," said he, "seen the rooms and do you know that they are in readiness?" "No sir," said the clerk, "I have not seen them but I instructed the housekeeper to that effect and I know they are all right." Here the clerk's actual duties ended, and that was all that should have been expected of him. But it did not satisfy the proprietor, who, though not personally in charge, kept his mind upon all that pertained to the management. He knew the rooms, knew how they were located, also remembered what had been done towards keeping them in order, and, if by intuition, felt that they were not as they should be. He therefore personally went to the rooms, and in five minutes a force was at work removing soiled curtains for new ones, changing beds and re-arranging. But this was the housekeeper's duty. So it was, and a lack of thought on her part was supplied by the active mind of the proprietor. Some one had to do the thinking. In personally entertaining the guests this proprietor comprehended the fact that his hotel reputation was at stake long after the guests had left his side in office and parlor. There must be a head and when the sub heads fail to act, the proprietor, manager, or whoever he may be, is the only person standing between action and neglect. It is remarked of one of the best hotel keepers in America that he is never around in kitchen, dining room or elsewhere except when things go wrong. This man has the key to successful management. He has thought and pondered about his business until he realizes what is taking place with out even seeing it.

A GOOD WORD FOR ST. JOHN, N. B.

Our correspondent in St. John, New Brunswick writes: "The rivalry between this port and Halifax for winter port business, still continues, and St. John has recently scored some very strong points not only against Halifax, but also New York. The recent ice and fog blockade at Halifax followed by the dense fog at New York which shut out a number of steamers, some 43 at one time having to lie outside waiting the lifting of the fog to enable them to make the dangerous entrance to that port, has brought into prominence the contrast in the great safety of the navigation of the Bay of Fundy and entrance to the St. John harbor.

The St. John Board of Trade and City Council have recently sent delegates to Ottawa, first to protest against the granting of the \$750,000 for the fast Atlantic service, and in the event of the subsidy being granted, they ask that St. John should have at least one winter's trial before the winter terminus for this service is finally settled. They claim that it is in the interest of all Canada, particularly Montreal, that the best and cheapest port be made available for this service. They also ask the Dominion Government for a liberal subsidy for a fast freight service from some point in Great Britain to this port and claim that it would be far

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Fire Insurance, Montreal.

more valuable than an attempt to cater for the limited passenger service that could be obtained during the winter months.

There has been quite a large shipment of lumber from St. John during the spring, at one time there were eleven steamers in the harbor, principally loading deals. The proposed change in the American tariff admitting lumber free, will make some material changes in regard to the mills in this city owned by American citizens, which have been cutting lumber from the upper St. John (Maine), and which has been admitted free to the United States. All of the mills now being on equal footing, it will probably depreciate this class of business and give an incentive to the mills owned by Canadians and cutting Canadian timber.

The Province of New Brunswick is coming rapidly to the front as a cheese producing section. One or two of the leading commission houses in this city are entering very largely into the cheese and hay export business. In addition to catering for the English market, our cheese makers are putting up special brands of cheese in sizes most suitable for the West India market, and have already taken quite a prominent place in that trade. An effort is now being made to extend their trade to Hayti and Porto Rico, and it is understood that there is a very fine prospect, provided a line of steamers is subsidized to run to these islands.

The recent visit of the Presbyterian Assembly to this city was taken advantage of by the enterprising merchants of St. John. As quite a number of the commissioners were prominent citizens of the West, parties were organized and the visitors were taken up the St. John river, around the harbor, and also shown all the attractions of the locality, and the delegates expressed themselves as decidedly delighted.

St. John is experiencing the benefits of having reorganized its municipal government, and particularly in the fact of having placed a thoroughly, practical business man in the Mayor's chair, Mr. George Robertson, ex-president of the Board of Trade, who is one of the leading wholesale grocers of this city in devoting his time not only to general reorganization of the civic government, but particularly to placing the city finances on a firm financial basis. By his astute management, the city recently made a saving of some thousands of dollars in its interest account, and it is understood that this is only a small beginning of very important retrenchments. The business men of the city express themselves as remarkably well pleased with the progress that has been made under the new municipal government, and there is no doubt that it will materially improve the value of municipal bonds, as well as lighten taxation.

The business prospects throughout the city, although not taking the shape of a boom are at the same time apparently on a good firm business basis, and business