

Ontario's output is increasing rapidly and Nova Scotia is certain, under the stimulus of her co-operative organization, to continue planting at an increased rate. It must not be forgotten, too, that there has been an equally vigorous revival of apple growing in the United States immediately to the south of us, and it is but natural to expect still larger quantities of fruit from this source. For market purposes the apple crop of the United States and Canada is practically one. There is a surplus for export in both countries and both countries are looking to the same foreign markets as outlets for this surplus. If we do not meet the competition of American grown apples in Winnipeg, Saskatoon, Regina, Calgary or Edmonton we must certainly meet it in Liverpool, Glasgow, London and Hamburg. Success will come to the best organized forces. British Columbia, Nova Scotia and Ontario will meet in competition within our own borders, and without organization among the apple growers many of the worst features of competitive buying and selling will be intensified. A frank recognition of the community of interests in these three provinces, at least, will go far to insuring the continued prosperity of the apple industry, notwithstanding greatly increased production. This happy state of affairs can only come about by a thorough organization of the growers in each province. It is apparent, therefore, that Nova Scotia with her fairly efficient organization is vitally interested in the thorough co-operative organization of British Columbia and Ontario, and just as each province is interested in the thorough organization of all others, so communities that have the advantage of local associations, are vitally interested in having every other part of the province equally well organized.

For this purpose each local association should devote a certain percentage of its returns to the educational or propaganda fund, and every effort should be made to plan carefully the expenditure of this fund. Co-operative marketing will not show its full effect until the apple growers of the Dominion are organized from the Atlantic to the Pacific.

#### APPENDICES.

The forms for Constitution and By-laws given in Appendix I are simply suggestive. Local conditions should be consulted. In matters of detail considerable latitude may be allowed to personal prejudices, within the limits of the governing legislation. There are usually many ways of accomplishing the same object, and any rigid adherence to a set of words or to a particular method is likely to introduce friction. As far as possible it is recommended, of course, that the co-operative features be safeguarded.

Attention is directed to the By-laws of the Forest Fruitgrowers' Association. They are simple, direct and have worked satisfactorily. The By-laws and Constitution of the Norfolk Fruitgrowers' Association are quite suitable for most small associations which are confined exclusively to apple selling. The Constitution and By-laws of the Island & Gypsum Fruit Company contain features that will be of interest to associations that intend to have mixed shipments of fruit, and where the output from the different members varies greatly in quantity.

Special attention is directed also to the model by-laws recommended by the Department of Agriculture for Ontario. It will be noted that clauses 26 to 24 provide a very convenient mechanism for raising money on capital account. If this mechanism is adopted, and if the association is organized under the general clause of the Company's Act for Non-Share Capital Stock Associations, there is no reason why Ontario associations should not be strictly co-operative, that is, the by-laws might ensure a fixed remuneration for capital, one man, one vote (there would be no shares) and the distribution of any surplus on the basis of the value of the business done by the member of the association. This device, although not so convenient nor so safe as the best co-operative legislation of European countries is yet better than that of any of the other provinces. Guarantee notes, however, may be adopted in any of the provinces in lieu of share capital.