

project and a well-informed, unified public opinion. It must be an intelligent public opinion, or it is not worth anything. Mere effervescence won't go. We must have an intelligent conception of what we want and why we want it; and we can do it in five years. If we do it intermittently and go back in six months and see what's happened to it, it will be done in about twelve years. If we let it alone, the Government will do it themselves in twenty-five. (Laughter). Impress upon the two Governments that it must be done to keep their peoples alive. It is not the function of a Government to promote these things. It is the function of a Government to rise to the economic needs of their people. (Applause). How is the Government to know whether this is a real need or not! How is it going to know without making a study of the problem and working it out?

#### The Return Load Factor

Speaking to about four hundred people — men from down in Wyoming — they irrigated some land and have experts there who have been teaching them how to raise potatoes, — a marvellous plan that got the whole country going. Their problem is one of transportation. The freight rate on these potatoes to Chicago is 79½¢ per bushel. The freight rate to Duluth would be 48¢; Chicago is about the Eastern limit to which they can ship. On the sea-coast, if they want potatoes, they go four thousand miles away to get them. Why? Transportation is cheaper. If you can get to Duluth for 48¢ you can get to Europe for the same price as you can to Chicago. Now, that is one of the opportunities lying fallow below the horizon.

My technical friends are always basing figures on what is happening or has happened; but we want to look ahead. You can reason and try and dig up these commodities that do not move now, but would move. Now we talk about the return load factor; we know that if a boat goes back empty, there is a loss, and this must be taken care of. I tried to get our friends, the Boston Chamber of Commerce, interested; they opposed this project; and I said I was very sorry they would not join us. I asked for figures from their Traffic man, in order that we might not be unfair. How many tons of commodities, manufactured goods are you producing that find a market West of Lake Erie, and within thirty miles or twenty-five miles of any of your waterways where a medium-sized boat can dock? Tell me how they now move; the quantity; how much for land haul; how much for terminal cost, and if they transfer to other railways, or to water, what that is; and just give me those figures in order that we may see? They are handling freight on Great Lakes just the way they did years ago; have not modernized it. Asked, have you any commodities, coal, iron ore and wheat? "Haven't got the figures out yet," said the President, but the more I look into it, the more I see it is a good thing for Boston. All manufactured products go West by rail. We have got to meet that freight rate." The first shot of a man's judgment is not always the best one. He is still working on that problem. Probably Boston will find that in order to hold her trade in the West, in order to save herself from duplicating factories in the West to supply Western trade, she will have to come in with us. It gets us back to that old principle that anything that will tend to facilitate and make easy the flow of commodities between people, and at a low cost, is in the interest of all, (hear, hear). These are some of the things we've got to meet.

#### The Project Will Not Wait; It is Upon The Emergency List

Gentlemen, let us get this on the emergency list. This is an emergency, and the two Governments ought to take judicial notice of that fact, and if they don't, let us serve notice on them with a loud voice. This is an emergency because of the railway situation that cannot be