

I believe there would be no difficulty in our government nominating to such a post on the Embassy staff a Canadian with the rank of Minister. He would be virtually independent of the Ambassador, while enjoying the prestige of connection with the Embassy, but really going his own way. . . . The late Cecil Spring-Rice, speaking to me a few days before he died, told me that from the point of view of the Ambassador, he thought the plan I am here suggesting, quite feasible.

At present the routine in the transaction of Canadian business is something like this. The Ambassador, or sometimes the Counsellor acting in his stead, has periodically a business appointment with the State Department. He takes with him a list - sometimes a long one - of subjects to discuss with the Secretary of State, relating, it may be, to interests specially affecting the United Kingdom, others touching France, Mexico, etc., and among them certain pending Canadian questions. He is ushered into the Secretary of State's presence, leaving perhaps several foreign diplomats awaiting in the ante-room their turn for an interview. His visits are thus generally more or less hurried. He cannot do adequate justice to our business in the limited time at his disposal.

I would have a Canadian Minister at the Embassy wholly devoted to Canadian affairs. He should communicate directly with the Department of External Affairs at Ottawa. When he proceeds to interview the Secretary of State or to make his rounds of the public departments, he should be charged with nothing but Canadian business. He should have all these affairs in his own hands. By concentrated attention to his duties and with a little practice, he would discover numerous short-cuts in the way of doing business with the public departments in Washington, and he would be in this happy position that while ordinarily acting directly and independently, governed only by the instructions of his own Government, he could, whenever he thought it desirable to do so, invoke the prestige and influence of the Ambassador in support of his position.