

he took out, the more there always seemed to be in that barrel. And the singular thing of all was, to my recollection, I never bought one link or pin. The C.P.R. cannot make a claim on us now, I think it is outlawed, and so I am free to tell the story.

"In those days we had to be very economical. I practically lived on the railway; I was not only general superintendent, but master mechanic, roadmaster, and traffic manager. I looked after whatever lands there were to sell, and did any other thing that nobody else would do. I took a great deal of pride in doing that work, because I was seeing, as so few people had been able to see, how that country would grow. I looked upon it as such a romantic thing, and enjoyed every minute of it, very much to the neglect of my own family. In the spring of 1897 we were bowling along with what they used to call the 'Muskeg Limited,' with 12 or 14 freight cars, and 2 passenger cars in the rear, taking up into the Dauphin country a number of people from Huron and other Ontario counties to locate there, and they are doing well. A stray heifer ran across the track, and the locomotive caught it by the legs and threw it over to one side, but it was not killed. The train was stopped and I went forward with the conductor to see what was the trouble. We found the heifer lying there, the brakeman happened to be a butcher, and on the train was another butcher belonging to the construction department. I got them together and said, 'Let us kill this animal, dress it, and take it to the construction camp.' The passengers got out and stood around while the two butchers tackled the job, and in 16 minutes they had it hanging up in a box car, in quarters. In the meantime the owner turned up, and he was the most wrathful man I ever met in my life, his language was such that I could not repeat it. I told him we would settle his claim and in that way calmed him. We took the carcass along and I sold it to the construction department, and paid the man's claim in full, establishing a principle, probably the first time in railroading, by paying the claim in full without disputing it, and I had \$4 to the good. And so, all during those years, from 1896 to 1902, when I moved from the west to the east, I saw that country grow, particularly the territory tributary to the Canadian Northern Ry.

"When the government took over our property there were between 9,000 and 10,000 miles of railway; we had placed on the map of Canada over 600 towns or villages; we had made it possible to find homes for hundreds of thousands of new settlers. We saw the revenue of that railway grow from \$67,000 during the first full year of operation in 1897, to \$44,500,000, we handled millions of tons of freight in that time; and we performed a service, and I say it from the knowledge that I have, second to none; not even the C.P.R. in the sphere in which we were located. I am a great believer in the C.P.R.; I consider that company is a credit to Canada, we are all proud of it, because it is the biggest thing in Canada, and under the British crown, its organization is all that could be desired, and it has done a service to this Dominion, particularly in the west, that was only duplicated by the Canadian Northern.

"Much of the mileage the Canadian Northern had built was practically completed about the time war came on.

When the war came, immigration ceased, we were taking people out by the tens of thousands, and others were not going to take their places, therefore, that mileage has still to be properly developed, and the day will come when the Canadian Northern Ry. will come into its own. There is no institution in Canada, no government in Canada, that has spent as much money as the old Mackenzie and Mann organization, in getting to know something about that western country. We can tell you all about it. We know, just as well as any government can tell, just how far north you can go and raise grain, and we have proved it; but we are a long way from being finished. That western country is a long way from being developed, notwithstanding the mileage that has been developed. There are lines to the north that are still to be brought into real operation, and when that is done, and that must be done, we are going to have in Canada such operation through that western country that will have its effect in every industry in Ontario and Quebec, and right down to the sea.

"Why do I tell you these things? It is because I want you to understand exactly what you have got. There is not one of you here who is identified with any business interest who has not got personal responsibility in the success of this national railway of ours. I do not mean by that to say we have to ignore the C.P.R. There is plenty of business in this country for both railways, but I want everyone here to know as I have told the people at London, St. Thomas and Toronto, that, just in proportion as the people here and elsewhere realize the responsibility that the ownership of 1,300 odd miles of railway casts upon them, will they lend their support, and be doing something in their own and industrial interests. I want you to feel that in what you are doing you are not doing anything to assist me, but to assist the organization.

"The Canadian National Rys. are very strong in the west. Let me just go back a moment to speak of the Canadian Northern Ry. The layman knows the value of railway property, if he sees two lines of railway running in parallel order; on the one line there is a locomotive of the same standard as on the other line; one hauling 10 cars and making a fuss over it; another hauling 25 cars and doing it with, 'All right, I thank you, we are doing very well.' That is the condition of the Canadian Northern lines in the west, with a grade going through the mountains, with the exception of some 28 miles, of five-tenths of 1%. Let me illustrate what that means. In 1915 the Senators and members of parliament were taken on a trip to the Pacific coast. I have always said, and repeat it, that if they talked less in Ottawa, and did a little more travelling, so as to know something more of the country, we would think a great deal more of them. I think the ignorance of some members of parliament is colossal, in regard to the Dominion as a whole. On that trip we hauled 15 cars, consisting of sleeping cars, dining cars, and a lounge car where they could have enjoyment, speeches, and reminiscences by the old time members of parliament. Fifteen cars were hauled by a single locomotive through the mountains to Vancouver. Consider what that means. How many of you have been to the coast? How many have travelled over the Canadian Northern Ry? (One). You should get

the Victoria Cross for that. Those who have been to the coast have seen how the C.P.R., with 6 or 7 cars, struggled to get up the grades across the Fraser River; whereas we can take 15 cars with a single locomotive. That means that the Canadian Northern Railway comes into its own, as it is going to come into it, as sure as I am standing here. It is but a question of time. We have a line of railway that will do 150% more business than our good friends across the Fraser River and do it at less cost. If we have any faith in our country at all, it is only a question of time when this property of yours can be made a valuable asset to Canada.

"We are strong in the west; we are strong in the east; but we are weak in the centre of the system. That is where the Grand Trunk will fit in to a nicety. I am not going to discuss the why and wherefore of that; it is not my province. I consider the government acted with great wisdom when it made up its mind that no more money was to be advanced to carry on operations with respect to the Grand Trunk and Grand Trunk Pacific, but that it had better take over the property. That is what it has done. It was the logical thing to do; and it is going to mean everything to the Canadian National Rys. system. The Grand Trunk is linked up with all industries of any importance in Ontario, and Quebec, with a continuous roll of traffic both east and west, and when the national system gets the benefit of the long haul you can see where we will be. We are not going to lose much sleep over our friends the C.P.R., that will be their business. Our business is to see that the Canadian National Rys. are considered first. In that you must play your part.

"Here we have a complete system. It means in figures to you that Canada will have an investment of about \$1,000,300,000. What does it get for that? Let me read some figures; 22,375 miles of railway, doing business in every province of the Dominion, and 1,881 miles in the United States; gross earnings, assuming consolidation with the Canadian National Rys., of about \$200,000,000 with 90,000 employees; 3,020 locomotives; 3,200 passenger cars; 120,000 freight cars; and this year would have handled 60,000,000 tons of freight, and 22,500,000 passengers. Now, I submit that is a pretty big property for any man to handle. Yet, after all, it is very simple. There is no earthly reason why the same management cannot be given to this property as the C.P.R. gives to its road. The only way the Canadian National Rys. can be given that management is that there must be no interference. I do not mean from that that the government should not be fully advised; I recognize as any man does the supremacy of the government, it must be advised of everything that is being done with its property; it must know the why and wherefore of certain things, as it has to advance moneys from time to time for capital expenditures. I submit with all deference to my friend Mr. Morphy here, that the fact he is a member of parliament does not give him any sort of privilege to come to me, or to say to any of my directors that this, that, or the other thing ought to be done, or that somebody ought to be appointed to take the place of somebody else, because that person does not fill the bill. I tell you, as far as I am concerned, and so far as the other directors