

# Editorial

## THE INTERNATIONAL JOINT COMMISSION.

To devise some practical method, other than war, for securing and administering justice in the dealings of nations with each other, would be an achievement in the world's progress, and a contribution to civilization more important, more desirable and more humane than any other. It would conserve human life, the wealth and productive resources of nations, and it would promote universal happiness among all mankind to a greater extent now than ever before, because of the increased cost and destructiveness of war. These observations were made by Hon. Jas. A. Tawney, one of the United States members of the International Joint Commission, in a speech about a year ago before the Canadian Club at Ottawa, and we all most certainly agree with Mr. Tawney in his estimation of the importance of finding some method of avoiding all wars that can possibly be avoided.

To formulate a plan of procedure for this purpose, and to apply it effectively to the just and lawful settlement of international controversies, is commanding serious and universal consideration. The activities of the International Joint Commission are, therefore, particularly significant at this time. This commission has just concluded a session at Ottawa at which two most important problems affecting Canada and the United States have been settled with entire amity, *viz.*, the Lake of the Woods Levels and the Pollution of Boundary Waters. Announcement will probably be made at an early date as to the decisions of the commission in these cases. We understand that Hon. Jas. A. Tawney and Mr. C. A. Magrath are now engaged in drafting the commission's findings.

The International Joint Commission has been actively and successfully engaged for five years in finally determining important questions of difference between the people of Canada and the United States, or between their governments. By the treaty of January 11, 1909, between England and the United States, the first step towards the solution of the great problem of administering international justice through a local international judicial tribunal, so far as justiciable questions are concerned, was taken when the International Joint Commission was created and clothed with final jurisdiction.

In this commission we have a miniature Hague tribunal which has given to the world a practical, workable plan for the establishment and conduct of the business of international tribunals of this character.

It would be well to enlarge the field of the International Joint Commission's activities and the scope of its powers. There are many disputes which the International Joint Commission could readily settle over which it has no authority at present, and there should be an amendment to the treaty giving the Commission wider powers along many lines. As one instance, while the Commission has full authority over boundary waters, it has but little authority over streams which are feeders of boundary waters. For example, the St. Croix River is a boundary water between New Brunswick and Maine. If a supposed important tributary river lying entirely in the state of Maine were normally to discharge a considerable volume of water into the St. Croix River, any diversion of the tributary's flow might seriously affect the level of

the St. Croix River, and Canadian interests would be affected thereby. Yet the International Joint Commission could not, under its present powers, restrain the people of the state of Maine from diverting that tributary river. The same argument applies, of course, to Canadian diversions which might injure United States interests.

## EFFICIENCY AND COSTS.

Efficiency has been talked and worked extensively on this continent. Where commonsense has remained with it, efficiency has saved money, but efficiency so-called has often proved an expensive fad. Real efficiency experts there are whose services are worth money. Others there are who, like the professional merger maker, are costly articles. Efficiency in business has been analyzed from index files upwards. The simple file of old has not lost all claim to efficiency in practice. The elaborate modern system seems to require an extensive staff to operate it and largely is theory. A Toronto firm once hired a corps of efficiency experts to tell them how to run the business. So efficient was one of the experts that a week later he had obtained a job behind a lunch counter.

The secret of efficiency, after all, is costs. A knowledge of what any item in a factory costs to make and to market, the knowledge of costs generally, is the cornerstone of a knowledge of business. Many concerns that report to the federal commission of the United States, manufacture four or five different articles. In these reports the commission ask them to give the sales of each product separately. Nine times out of ten they cannot do more than give the total for all their products together. "If," as Mr. H. M. Hurley, chairman of the commission, says, "they do not departmentalize their sales accounts they certainly do not departmentalize their costs; hence they make prices on particular articles without knowing what those articles cost. Since they cannot tell where they are making money and where they are losing it, they cannot tell where to introduce economies."

The question of costs is something about which Canadian institutions have much to learn. The waste and loss of money through the lack of such knowledge has been appalling. One moderately sized Canadian factory, for example, had until recently only a vague idea of its costs. It possessed an office staff almost big enough to run the business of the United States Steel Corporation. Dividends do not grow on such practices.

## ORGANIZATION FOR COUNTY ROAD IMPROVEMENT IN ONTARIO.

Alive to the importance of doing whatever is possible to prepare for the employment of the men who have gone to the front and who will ultimately return to this country, the Department of Highways for Ontario has issued a pamphlet, entitled "County Roads," and is circulating these pamphlets very widely throughout the province. There is no doubt but that road-building can be made to play an important part in the solving