

independent Manager, who shall reside at Montreal, Toronto, and Detroit respectively, and responsible only to the Board of Directors. Appoint the Board of Directors from each section, composed of the real business men of the country, but as little connected with politics as possible; plenty of such men are to be found. Buy everything the Company possibly can by public tender, to be sent in by a specified day, and let the name of the tender accepted, with the price, be advertised in the public press immediately. In selling old stores, such as rails, scrap iron and steel, take the same course, and especially take care that these old stores are properly collected, assorted and weighed, and placed upon the Company's wharves, where they can be easily shipped. The Company has suffered heavily from the want of such regulations. Don't re-roll another rail nor buy another locomotive in America; sell off a large number of the old locomotives, which cost more than they are worth to keep in repair, and are only retained to keep up the number, so that they may not be charged to revenue. Don't touch the "peat fuel;" it's a vapory illusion, and when they tell you that the engines must have copper fire-boxes to enable them to burn coal, it's an untruth, and made for the purpose of perpetuating some jobbing wood contract. The Pennsylvania Central, the Pittsburg and Fort Wayne, the Cleveland and Pittsburg, and Atlantic and Great Western, and numerous others, burn coal almost entirely, and yet they never had a copper fire-box. One ton of really pure Briar Hill coal is equal to two cords of the best hard wood. The price of the former is 4 dollars 75 cents delivered in Toronto, as compared with more than 6 dollars for the latter. Coal is coming down, and I have no doubt the best Briar Hill will next year be sold in Toronto at 4 dollars 25 cents per ton. Look steadily into the oil question—it is a most dangerous article in Railway management. The Superintendent of the Atlantic and Great Western Railway reduced this amount on his line last year from 10,000 dollars a month to 4,000 dollars. Mr. Vanderbilt has established a system of only granting "annual free passes," and those only to the officers of other Companies with whom his Company exchanges traffic. Purchase no royalties to use patents—hundreds of thousands of dollars have been thrown away in this manner. Disband the volunteer corps—it costs the Company, directly and indirectly, £10,000 a year. Pay no commission to Ticket Agents in the cities where there are the Company's salaried officers—the Company have been fleeced terribly by the existing system. And, above all, abolish the office of Managing Director, and sell the state car, and let the Directors and Managers be taught to feel as others feel when they travel over the Grand Trunk Railway.

In conclusion I think I have fairly proved that the management of the passenger and goods traffic is utterly inefficient; that the through