

man to give full time to this work with a modest amount of clerical assistance should be sufficient for the present. His duties may be outlined as follows:—

(a) To keep himself and the Canadian Chamber of Commerce thoroughly informed in the whole field of "Tourism" here and elsewhere. This can be done through careful attention to magazines, government publications and other literature, a good clipping service covering Canada, U.S.A., and the principal European countries, and correspondence with Canadian legations and trade offices abroad, together with occasional personal travelling.

(b) Secure semi-annual reports from all affiliated Chambers of Commerce and Boards of Trade in Canada on their tourist activities. He will thus be continuously posted on Canadian activities, and be in a position to give valuable assistance to local chambers in planning their work and offer valuable constructive criticism of their activities, suggest new lines of emphasis, and prevent unwise or doubtful types of appeal. Useful ideas and information can be quickly passed around, and the experience of each locality be made part of the experience of all.

(c) Circularize local secretaries from time to time, giving them information and advice, and keeping up their interest.

(d) Organize lectures and other educational efforts in the off season for hotel and resort managers and merchants.

(e) Through study and research devise new methods of appeal and improve existing ones. A few profitable lines of study are as follows:—

i. The whole tariff and manufacturing situation with reference to goods which can or might be advantageously purchased in Canada can stand more intensive exploration than has been possible in this report.

ii. A representative number of local Chambers should be persuaded to cooperate along lines already developed by the Border Cities Chamber of Commerce to get at the facts with reference to tourist psychology. Why do tourists come? What do they want? What can they be interested in?

iii. Channels of contact between manufacturers and importers on the one hand, and local merchants, particularly in the smaller towns, on the other. More efficient selling on the part of the former is necessary to enable the small town merchant to carry a sufficiently varied stock to increase his volume of sales to visitors. The Chamber of Commerce by bringing these opportunities to the attention of British manufacturers might induce them to give still better service to their Canadian business.

iv. Tourist methods abroad and their adaptability to Canada. (See Appendix K).

3. Opportunity should be provided at annual and other meetings for thorough interchange of ideas on the Tourist Trade.

4. The retail merchants sections of the local Chambers should be urged to give the fullest consideration to the Royal Bank proposals. Selling merchandise must of necessity remain the business of the individual merchant but co-operation in preparing window display cards, and in other ways, is useful. The importance of the day to day tourist traffic as opposed to big convention traffic should be emphasized. Merchants should be encouraged to devote some part of their advertising each week in the tourist season to definite tourist appeal, and not confine this to big convention weeks. Above all the retail merchants sections should take all possible steps to prevent undue enhancement of prices, and always keep clearly in mind the long-run as opposed to the short-run point of view—rapid turn-over as opposed to profit per individual sale.

5. That from time to time as a result of its wide knowledge and its representative character the Canadian Chamber of Commerce should bring various matters to the attention of the Federal and Provincial Governments, and use its