START

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

CANADA

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PUBLIC ARCHIVES

OF

CANADA

OTTAWA, 2, ONTARIO.

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Continued from Roll 27.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Roll 28

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30035
117(15)

Ottawa, June 3, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

-- I return herewith the editorial from the Indianapolis "Carpenter" with reference to the Colorado Industrial Commission.

The suggestion in the article that I had anything to do with the inspiration of this measure is wholly without foundation. As a matter of fact, the Bill constituting the Commission had been before the Colorado Legislature some time before I reached Colorado in the spring of last year. During the time I was in Colorado, I refused even to read the provisions of any Bills before the Legislature, in order that I might be able to say that I had taken this action deliberately, should a question arise at any future time with respect to any influence on my part, direct or indirect, with respect to legislation in that State. I knew only too well that nothing would better suit the opponents of legislation the Legislature might be considering than for anyone to be in a position to make a statement of the kind. Accordingly, I went to the extreme I have mentioned in my care to avoid even the appearance of being interested. Two

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

or three persons sought to get my opinion with respect to the legislation which was at that time before the Legislature, but I gave them quite frankly my feeling in the matter, and, as I have mentioned, told them that I did not intend even to look at proposed measures until the Legislature had concluded its session.

As a matter of fact, the Colorado Industrial Commission and provisions respecting the same owe their inspiration to Mr. John R. Commons, who was a member of the United States Commission on Industrial Relations, and who, along with one or two others, were open and intimate advisers of the Governor in the matter of this legislation.

It is true that the Act referred to has provisions in it based on the Canadian law, but these were obtained from copies of the statute itself, and I was concerned, neither directly nor indirectly with advising their adoption in Colorado.

The article in other particulars is just as wilfully misleading as in this suggestion. Its purpose is to make it appear that Labor may be prevented from striking through a number of delays, including the time necessary for an appeal from an award by the Board and a possible further appeal to the Supreme Court of the State. To quote one paragraph:

> "Thus it can be seen that the way lies open for an interminable series of delays before the findings of the commission can be made final and binding."

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

As a matter of fact, the appeals referred to have no relation whatsoever to any matter coming before the Board for investigation unless the parties, in advance of the investigation or during its progress, voluntarily bind themselves to accept the findings of the Board as a result of its investigation. Anyone reading the Act will see that all the references to appeals from the award are contingent upon this joint action by both of the parties, which neither is obliged to take unless of the opinion that self-interest demands the step.

Indeed, in the section of the law quoted one will find a clause which makes quite plain the intention of the Legislature not to restrict the freedom of the parties in the matter of striking or locking-out beyond the period of time that may be necessary for an investigation. It is as follows:

> "Nothing in this Act shall be held to restrain any employer from declaring a lock-out or any employee from going on strike in respect to any dispute after the same has been duly investigated, heard, or arbitrated, under the provisions of this Act."

As mentioned, while investigation is compulsory, arbitration under the Act is made contingent on agreement by both parties in advance.

To show how deliberately false and misleading the article is, let me take one paragraph and comment upon it sentence by sentence:

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

"In case, therefore, that a body of workers decide to bring a grievance before the commission thirty days must elapse before they can strike and if they strike within that time heavy fines await them."

The provision respecting 'thirty days' relates to the length of notice which employers and employees must give of an intended change affecting conditions of employment with respect to wages or hours, and does not relate to the period of time before which a strike can take place. The section is really intended to prevent arbitrary action on the part of employers of suddenly reducing wages or increasing hours without affording time for the reasonableness of such a step to be investigated, and similarly, to prevent employees from forcing a demand for increased wages or reduction of hours by precipitating a strike without notice and before opportunity of investigation. In the event of a change being suggested which constitutes a grievance to a body of workers, they are at liberty under the Act, the moment notice of the change is suggested, to notify the Commission and demand an investigation, and unless the Board acts in a manner wholly contrary to the spirit of the measure, in nine cases out of ten it should be possible for the investigation to be held and completed within a very few days after the Board has received a request for an investigation.

"Their grievance may be before the Industrial Commission for twice or three times thirty days, if not a longer period of time,"

The Act expressly provides that "if either party uses any provision of this Act for the purpose of unjustly

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

maintaining a given condition of affairs through delay, such party shall be guilty of a misdemeanor, and upon conviction thereof shall be punishable by a fine."

"And then the award when handed down and under which they must work,"

The results of an investigation are handed out in the form of a finding, not an award. The finding is for the purpose of influencing public opinion, and the parties are in no way bound by it. The assertion that an award is handed down under which men must work, is absolutely false, and no justification can be found for it by any clause in the Act.

"If it is unsatisfactory can be brought for review before a local court,"

This,again,is absolutely false. As above explained, it is only where the parties voluntarily agree to arbitration in advance that there is the possibility of any review of the Board's procedure which restricts their action one way or the other.

"And, later, should the employers, for instance be still unsatisfied, the decision can be reviewed by the SupremeCourt of the State"

The same comment applies here as to the preceding paragraph.

"So that many months may elapse before the final decision is reached and during all of this period Labor's hands are tied by the law."

What statement could possibly be more completely false than this!

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

It is not difficult to surmise the purport of this article. Being unable to find in the legislation features respecting which labor, rightly informed, is likely to take exception, the writer of the article has resorted to the art of deliberately seeking to mislead through prejudice and wilful mis-statement in the hope of fostering discontent. The article is so misleading that the reaction against it would probably be stronger in its effect than any feeling its appearance might produce. It seems to me that the Colorado Industrial Commission, for its own protection, should seek to discover the origin of this communication and expose the vicious nature of its misrepresentation; but that, of course, is its own business.

I have received the copy of Mr. Hicks's letter referred to in your communication. While I much appreciated Mr. Hicks's kind reference to myself in this communication, I could not help feeling at the time I read it that it would be most unwise for me to think of acting on the suggestion it contained, were I requested so to do. Mr. Hicks himself, with the knowledge he has of the Industrial Representation Plan as operating in Colorado, and the experience he has had in its practical working, should be in a position to be of some service in offering suggestions of value to the Harvester Company. Were a request to come from Mr. McCormick to advise

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

in this matter, there are many considerations which would make me feel that in replying to it the only wise course to take would be the one which would accord with replies recently sent to one or two others corporations which have similarly invited my counsel as respects actual or proposed relations between themselves and their employees.

Kindly destroy this communication, of which I am not keeping a copy.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

300412
115 (15)

Ottawa, June 2, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

For your information I enclose a copy of a letter I have just sent Mr. Greene. That you may understand the circumstance of my making this request at the moment and my not having mentioned it to you when in one of our conversations you kindly alluded to my vacation, I might explain that my father had arranged to give up our present residence on the 1st of September, and it had been our intention to make the removal about that time. Lest by any chance the period of moving might conflict with my being in Colorado in early September, I suggested on my return from New York that, if possible, the removal should be arranged for immediately, and this, happily, it has been possible to effect. To take off a week or ten days at the present time to attend to this and other home matters to which I had planned to give attention during my vacation later, would be in every way a great advantage. As the move has to be made, I shall feel more rested in mind once it is over and my parents

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

comfortably settled in their new quarters, and I therefore shall deeply welcome the privilege of having my vacation divided in the manner suggested.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30044

115(15)

26 Broadway
New York

June 8, 1916.

Dear Mr. King:-

Your letter of June 2nd, enclosing a copy of your letter to Mr. Greene, is received. I see no reason why you should not take your vacation in the manner suggested, and am sure Mr. Greene will so agree.

Very truly,
John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30045
116(12)

26 Broadway
New York

June 9, 1916.

Dear Mr. King:-

At Mr. Rockefeller's direction I am enclosing herewith two pamphlets issued by the Pittsburgh Coal Company Employees' Association, which will, he believes, be of interest to you.

Very truly,

Robert W Gumbel

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario Co., Can.

Rch

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30046

Pittsburgh Coal Company Employees' Association

BOARD OF MANAGERS
J. B. L. HORNBERGER E. J. TAYLOR
GEO. W. SCHLUEDERBERG WALTER J. PHILLIPS
J. E. McDONALD

WM. McPHERSON,
Secretary

REPORT OF

CONTRACTS IN FORCE FOR PURCHASE OF PITTSBURGH COAL COMPANY PREFERRED AND COMMON STOCK

AT APRIL 30, 1916

Increase in total shares of Pittsburgh Coal Company Stock purchased and contracted for by Employees through the Association.

	Number of shares delivered to Employees on completed contracts	Number of shares to be delivered to Employees on contracts in force	Total number of shares delivered and to be delivered to Employees on Association contracts
April 30, 1915	4,804	5,411	10,215
April 30, 1916	**5,963**	**8,574**	**14,537**

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

PAYMENTS MADE ON CONTRACTS AND STOCK PURCHASED

PREFERRED STOCK

SERIES Date	No.	Number of Shares Contracted for	Amount Paid in per Share	Number of Shares Purchased on account of Contracts	Average Price per Share of Shares Purchased Less Dividends
May, 1910	40	3	$72.00	2.93	$71.45
June	41	26	71.00	25.11	71.23
August	43	6	69.00	5.48	73.20
September	44	2	68.00	1.75	75.32
October	45	5	67.00	4.35	73.46
November	46	28	66.00	23.97	74.26
January, 1911	48	5	64.00	4.18	74.11
March	50	46	62.00	36.34	75.97
April	51	60	61.00	46.56	76.07
May	52	4	60.00	3.02	76.90
June	53	35	59.00	23.40	77.17
July	54	20	58.00	14.49	77.42
August	55	5	57.00	3.51	77.10
September	56	33	56.00	23.11	77.50
October	57	3	55.00	2.02	78.53
November	58	5	54.00	3.38	77.15
December	59	5	53.00	3.23	79.25
January, 1912	60	14	52.00	8.87	78.95
February	61	67	51.00	41.43	79.37
March	62	2	50.00	1.18	81.80
April	63	37	49.00	21.80	80.22
May	P-1	63	48.00	36.54	79.64
June	P-2	21	47.00	11.73	79.80
July	P-3	25	46.00	13.87	79.86
August	P-4	13	45.00	6.99	79.87
September	P-5	65	44.00	34.37	79.93
October	P-6	75	43.00	38.27	80.01
November	P-7	20	42.00	9.96	80.08
December	P-8	57	41.00	27.31	79.90
January, 1913	P-9	23	40.00	10.86	81.35
February	P-10	61	39.00	28.32	80.56
March	P-11	39	38.00	17.52	81.10
April	P-12	113	37.00	49.20	81.20
May	P-13	34	36.00	14.22	81.59
June	P-14	96	35.00	39.23	81.95
July	P-15	50	34.00	19.52	82.25
August	P-16	47	33.00	17.88	82.87
September	P-17	103	32.00	37.61	83.09
October	P-18	50	31.00	17.58	83.73
November	P-19	43	30.00	14.69	83.64
December	P-20	33	29.00	10.64	84.20
January, 1914	P-21	109	28.00	34.44	84.20
February	P-22	85	27.00	25.70	84.74
March	P-23	125	26.00	35.82	85.29
April	P-24	188	25.00	51.76	85.44
May	P-25	118	24.00	31.18	85.60
June	P-26	77	23.00	18.95	86.93
July	P-27	142	22.00	32.85	85.89
August	P-28	57	21.00	12.68	86.68
September	P-29	113	20.00	24.10	87.04
October	P-30	32	19.00	6.46	87.91
November	P-31	37	18.00	7.03	88.22
December	P-32	25	17.00	4.42	89.25
January, 1915	P-33	144	16.00	23.40	90.12
February	P-34	134	15.00	20.21	91.08
March	P-35	127	14.00	17.62	92.37
April	P-36	101	13.00	12.78	93.59
May	P-37	45	12.00	5.13	95.24
June	P-38	63	11.00	6.15	96.33
July	P-39	80	10.00	7.13	97.65
August	P-40	42	9.00	3.33	99.65
September	P-41	200	8.00	13.23	99.95
October	P-42	268	7.00	15.47	100.50
November	P-43	253	6.00	11.67	101.41
December	P-44	207	5.00	7.65	101.17
January' 1916	P-45	752	4.00	21.89	99.76
February	P-46	309	3.00	5.94	99.09
March	P-47	244	2.00	2.41	98.34
April	P-48	344	1.00	.....	.....
Unapportioned—		.....	.....	68.18	94.39
Total		5863		1284.	83.85
Stock purchased and delivered on contracts which have been closed		4070		4070.	47.71
Total		9933		5354.	$56.38

COMMON STOCK

SERIES Date	No.	Number of Shares Contracted for	Amount Paid in per Share	Number of Shares Purchased on account of Contracts	Average Price per Share of Shares Purchased
September 1914	C-29	8	$20.00	6.93	$21.93
October	C-30	15	19.00	12.26	22.02
November	C-31	5	18.00	3.78	22.49
December	C-32	10	17.00	7.13	22.44
January, 1915	C-33	42	16.00	27.24	23.13
February	C-34	30	15.00	17.80	23.60
March	C-35	25	14.00	13.44	24.18
April	C-36	65	13.00	31.66	24.32
May	C-37	78	12.00	33.26	25.80
June	C-38	115	11.00	42.29	26.73
July	C-39	410	10.00	127.71	28.50
August	C-40	108	9.00	28.74	29.71
September	C-41	398	8.00	84.27	32.98
October	C-42	357	7.00	61.36	32.46
November	C-43	103	6.00	15.65	32.27
December	C-44	62	5.00	7.84	31.63
January, 1916	C-45	250	4.00	24.64	30.44
February	C-46	185	3.00	12.79	28.93
March	C-47	152	2.00	4.91	28.92
April	C-48	293	1.00	.....	.....
Unapportioned		.....	.....	93.30	29.11
Total		2711		657.	28.61
Stock purchased and delivered on contracts which have been closed		1893		1893.	18.96
Total		4604		2550.	$21.45

The Managers of the Association have authorized distribution of Stock on completed contracts as follows, since publication of report of January 31, 1916.

Kind of Stock	Date Delivered	Series	Number of Shares	Cost per Share to Association Members
Common	February 11, 1916	C-25	45	$20.89
"	April 6, 1916	C-26	50	21.71
"	April 6, 1916	C-27	22	21.83
Preferred	February 18, 1916	38	7	70.73

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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July	P-39	80	10.00	7.13	97.65
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Total		5863		1284.	83.85
Stock purchased and delivered on contracts which have been closed		4070		4070.	47.71
Total		9933		5354.	$56.38

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March	C-35	25	14.00	13.44	24.18
April	C-36	65	13.00	31.66	24.32
May	C-37	78	12.00	33.26	25.80
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April	C-48	293	1.00	.....	.....
Unapportioned		.....	.....	93.30	29.11
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Preferred	February 18, 1916	38	7	70.73

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

CONTRACTS IN FORCE

DISTRICT	MINES, SHOPS AND AGENCIES		NUMBER OF SHARES		
			Preferred Stock	Common Stock	Total
General Offices, Pittsburgh, Pa.....			1148	890	2038
Supt. C. M. Snyder.....	Banning No. 2 and Wick Haven.....		370	200	570
" W. A. Lockhart.....	Midland No. 1 and No. 3, Allison.....		143	200	343
" Samuel McKay.....	Waverly and Eureka.....		285	.....	285
" David Ferguson.....	Banning No. 1 and No. 3.....		242	5	247
" Wm. Carter.....	Coal Bluff, Cincinnati and Nottingham.....		159	.....	159
" George Harkess.....	Crescent, Vigilant and Eclipse.....		153	5	158
" W. M. Garrett.....	Margerum, Partridge and Dickson.....		158	.....	158
" Reese Nicholas.....	Fayette City, Apollo, Little Redstone and Alice....		112	35	147
" Hugh Dunning.....	.....		142	.....	142
" G. A. Steinheiser.....	Montour No. 1.....		128	.....	128
" James Porter.....	Lick Run and Fair Haven.....		113	5	118
" Samuel Pritchard.....	Moon Run.....		117	.....	117
" H. D. Thomson.....	First Pool No. 1 and No. 2.....		107	5	112
" C. E. Fetkenhour.....	Forest Hill and Ocean No. 5.....		71	30	101
" Wm. J. Kite.....	Essen No. 3.....		90	10	100
" Ed. Ryan.....	Ocean No. 2.....		82	10	92
" S. P. McCaffrey.....	Bridgeville.....		88	.....	88
" Harry M. White.....	Arnold No. 2 and Tremont.....		51	35	86
" W. P. Pilkington.....	Lovedale and Yough No. 2.....		85	.....	85
" J. A. Wilson.....	Chamouni, Albany and Knob.....		72	.....	72
" L. Linaley.....	Black Diamond, Catsburg, Bunola and Mongah..		71	.....	71
" Chas. McDaniel.....	Equitable.....		56	15	71
" Thos. Easton.....	Somers No. 2 and No. 4.....		71	.....	71
" Jas. J. Kerr.....	Montour No. 4.....		67	.....	67
" F. J. Counihan.....	Gallatin, Manown and Sunnyside.....		51	8	59
" John Young.....	Walton No. 2.....		58	.....	58
" Howard Burns.....	Montour No. 2.....		49	.....	49
" James Davidson.....	Brier Hill and Champion.....		46	.....	46
" Wm. Blower.....	Euclid.....		45	.....	45
" Alex. McClymont.....	Shaner.....		40	.....	40
" Thos. Clark.....	Mansfield.....		37	.....	37
" W. H. Linsley.....	Harrison.....		35	.....	35
" John Hauser.....	West Newton and Yough Slope.....		34	.....	34
" Thos. Watkins.....	Risher.....		25	5	30
" Daniel Davis.....	Laurel Hill No. 2 and Creedmoor.....		24	.....	24
Supt. J. K. Young.....	Nixon Electrical Repair Shop.....		145	.....	145
" E. D. Greasel.....	Telephone System.....		82	45	127
" M. T. Jones.....	Scott Haven Electrical Repair Shop.....		119	.....	119
" J. W. Barber.....	Docks and Mills.....		35	.....	35
The New Pittsburgh Coal Co.	Columbus,	Ohio	86	785	871
Pittsburgh Coal Co. of Wisconsin	Minneapolis,	Minn.	109	91	200
Louisville Harbor Agency	Louisville,	Ky.	.....	172	172
Pittsburgh Coal Co.	Louisville,	Ky.	95	22	117
Montour Railroad Co.			112	.....	112
Lake Shipping Department	Cleveland,	Ohio	11	88	99
Queen City Coal Co.	Cincinnati,	Ohio	97	.....	97
Youghiogheny Coal Co.	Pittsburgh,	Pa.	79	.....	79
Pittsburgh Coal Co.	Buffalo,	N. Y.	45	15	60
The Port Royal Dock Co.	Sault Ste. Marie,	Mich.	50	.....	50
Pittsburgh Coal Co. of Illinois	Chicago,	Ill.	46	.....	46
The Pittsburgh Coal Co.	Paducah,	Ky.	21	15	36
Pittsburgh Coal Co. of Wisconsin	Duluth,	Minn.	35	.....	35
Montour Coal Co.	Girard,	Ill.	25	.....	25
Pittsburgh Coal Co.	Detroit,	Mich.	.....	20	20
Pittsburgh Coal Co.	New Orleans,	La.	20	.....	20
Huntington & St. Louis Towboat Co.	Cairo,	Ill.	15	.....	15
Ohio Valley Coal & Mining Co.	De Koven,	Ky.	11	.....	11
		TOTAL	5863	2711	8574

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Pittsburgh Coal Company Employees' Association was formed fifteen years ago to encourage and assist employees to save money and invest such savings in the capital stock of Pittsburgh Coal Company, and thereby create a further mutual interest between employer and employee. Through the Association, many employees have saved money, formed the habit of saving, made profitable investments and become stockholders of the Company and sharers of its profits.

Any employee may enter upon a contract any month to purchase one or more shares of stock, either Preferred or Common, or both; the amount to be paid by the purchaser is $1.00 per month per share.

Further information may be obtained at any of the Company's General Offices, Agencies, Mine or Shop Offices, or will, upon request, be promptly furnished by the Secretary.

General Offices, Pittsburgh, Pa.
May 3, 1916.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Pittsburgh Coal Company Employees' Association

BOARD OF MANAGERS
J. B. L. HORNBERGER E. J. TAYLOR
GEO. W. SCHLUEDERBERG WALTER J. PHILLIPS
J. E. McDONALD

WM. McPHERSON,
Secretary

REPORT OF

CONTRACTS IN FORCE FOR PURCHASE OF PITTSBURGH COAL COMPANY PREFERRED AND COMMON STOCK

AT OCTOBER 31, 1915

Increase in total shares of Pittsburgh Coal Company Stock purchased and contracted for by employees through the Association.

	Number of shares delivered to Employees on completed contracts	Number of shares to be delivered to Employees on contracts in force	Total number of shares delivered and to be delivered to employees on Association contracts
October 31, 1912	3,613	2,847	6,460
October 31, 1913	3,647	5,170	8,817
October 31, 1914	4,628	5,758	10,386
October 31, 1915	5,718	6,414	12,132

Since our last report the Managers of the Association have authorized distribution of Stock on completed contracts as follows:

Kind of Stock	Date Delivered	Series	Number of Shares	Cost per Share to Association Members
Preferred	August 14	A-33	17	$67.76
"	August 14	A-34	39	68.18
"	September 21	A-35	67	69.49
Common	October 6	C-22	30	18.86

The Pittsburgh Coal Company Employees' Association was formed fourteen years ago to encourage and assist employees to save money and invest such savings in the capital stock of the Pittsburgh Coal Company, and thereby create a further mutual interest between employer and employee.

Any employee may enter upon a contract any month to purchase one or more shares of stock, either Preferred or Common, or both; the amount to be paid by the purchaser is $1.00 per month per share.

Further information may be obtained at any of the Company's General Offices, Agencies, Mine or Shop Offices, or will, upon request, be promptly furnished by the Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Answers to the question propounded in our quarterly report of July 31st, 1915, "WHAT ARE THE BENEFITS OR ADVANTAGES ENJOYED THROUGH A STOCK PURCHASE CONTRACT IN THE PITTSBURGH COAL COMPANY EMPLOYEES' ASSOCIATION WHICH INDUCED ME TO BECOME A MEMBER?"

The answers to the above question which have been submitted in response to the invitation of the Managers have been most gratifying both as to their number and merit; in fact, the task of selecting three of the competitors for first, second and third prizes has been most difficult owing to the fact that so many of the answers are good. A few are published in this report and there are many others which might well have been included.

First Prize, $75.00 to Mr. Alexander Waugh, Hackett, Pa.
Second Prize, $50.00 to Mr. Dan Burla, Whitsett, Pa.
Third Prize, $25.00 to Mrs. Alice K. Grace, Monongahela, Pa.

The Managers wish to take this opportunity of thanking all who participated in the contest and all of the sincere friends of the Association who are endeavoring to interest their fellow employees in its work.

Winner of First Prize, Mr. Alexander Waugh, Hackett, Pa.

"The benefits or advantages enjoyed through a stock purchase contract in the Pittsburgh Coal Company Employees' Association which induced me to become a member, are as follows:

(1) Easy method of purchasing stock by monthly payments of one dollar per share.

(2) Cultivation of the habit of saving by the constant endeavor to meet monthly payments.

(3) Absolute security, money being invested in the production and sale of a commodity indispensable to humanity.

(4) High rate of interest allowed on monthly payments made in excess of contract.

(5) Partnership in the Company and sharer in its profits when shares are paid.

(6) Privilege of withdrawing money invested with interest accrued any time before shares are paid.

(7) Opportunity to sell or reinvest shares, when acquired, at a profit."



Alexander Waugh, born in Whitburn, Linlithgowshire, Scotland. Came to America in 1888. Has worked for the Pittsburgh Coal Company since its formation as miner, wireman, pipeman, pumper, fireman, weighboss, outside foreman, and at present sub-station attendant at Nottingham Mine.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Winner of Second Prize, Mr. Dan Burla, Whitsett, Pa.

"I beg to submit the following answer to the question,'WHAT ARE THE BENEFITS OR ADVANTAGES ENJOYED THROUGH A STOCK PURCHASE CONTRACT IN THE PITTSBURGH COAL COMPANY EMPLOYEES' ASSOCIATION WHICH INDUCED ME TO BECOME A MEMBER?'

The main incentive for me was provision for old age or premature death.

Another was the benefits to be derived through the steadily increasing value of Pittsburgh Coal Company stock.

Another is fostering the incentive for saving in my family.

Another is that, by having a stipulated amount of payment set for each month, it is an incentive to save more by trying to keep up the payments.

Another is, if I should meet with a fatal accident in or out of the mine, my dependents could obtain the benefits of my investment without having to pay the expenses of a lawyer to procure the same for them."



Dan Burla, born in Italy. Arrived in this country February 27, 1905. Began working for Pittsburgh Coal Company on March 5, 1905, as a miner at Banning No. 2 Mine, which position he still occupies.

Winner of Third Prize, Mrs. Alice Grace, Monongahela, Pa.

"The following is submitted as my answer to the question, 'WHAT ARE THE BENEFITS OR ADVANTAGES ENJOYED THROUGH A STOCK PURCHASE CONTRACT IN THE PITTSBURGH COAL COMPANY EMPLOYEES' ASSOCIATION WHICH INDUCED ME TO BECOME A MEMBER?'

A STOCK PURCHASE CONTRACT IN THE EMPLOYEES' ASSOCIATION ENCOURAGES THE SAVING OF SMALL SUMS PERIODICALLY WHICH CAN BUT LEAD TO LATER LIFE INDEPENDENCE.

It causes one to take a greater interest in his toils and, while so doing, he is bringing himself to a point where his own endeavors actually pay dividends.

The opportunity to invest, safely, my money, and unlimitedly, in the industry with which I am most familiar, is an incentive to the practice of economy—a necessity with all persons eligible to compete in this contest.

The Association was the means of my beginning to lay aside a part of my earnings."

Formerly Chief Telephone Operator Pittsburgh Coal Company at Pricedale, Pa. Now wife of W. D. Grace, Chief Clerk of Monongahela, Pa., office of The Monongahela River Consolidated Coal and Coke Company.

OTHER ANSWERS.

Mr. James E. Lamb, Chief Clerk, Pittsburgh Coal Company, Bridgeville, Pa.

"Important factors in making good investments, which are exemplified by the Association, are:

Security of principal.

A good rate and regularity of dividends.

Quick cash return of investment.

The Association's past and the integrity of the men behind it foretells security.

The minimum earning power is 5%, and the future points to increased dividends and the possible adjustment of the deferred dividends.

Settlement for withdrawals are made promptly, whereas Banks require from one to sixteen weeks.

Hence my faith in the Association, that it is the most reliable and profitable savings institution that employees may take advantage of."

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

OTHER ANSWERS—Continued.

Mrs. Sarah M. Phillips, Treasury Department, Pittsburgh Coal Company, Pittsburgh, Pa.

"There are to my mind three advantages to be enjoyed through a Stock Purchase Contract, namely—ENCOURAGEMENT, THRIFT and PROTECTION.

There is no greater philanthropy than that of teaching people to conserve, to economize, and to save, whether it be physically, morally or financially, hence the encouragement to save.

Youth must be taught to save—a contract will instill in the youthful mind habits of thrift and economy.

We all recognize the future possibility of misfortune or adversity from unforeseen causes.

Is a five per cent. investment.

An Employees' Contract also cultivates a Saving Habit; encourages your co-workers to follow your example; is the key to the door of success; helps build character."

Miss Isabelle W. Dillon, Accounting Department, Montour Railroad Company, Pittsburgh, Pa.

"The Pittsburgh Coal Stock Purchase Contract has been an excellent means of encouraging the saving habit. 'A dollar saved is a dollar made,' even tho it does enforce a strict economy along other lines. The opportunity is afforded the employee who is endeavoring to build up a savings account of securing a first class investment, no matter how small the savings.

This two-fold advantage of combining savings with investment gives the investor a good foundation for an increased income in later years. And should circumstances require, there is no difficulty in converting the investment into cash."

Mr. William Forbes, Accounting Department, Pittsburgh Coal Company, Pittsburgh, Pa.

"I made a Stock Purchase Contract being of the opinion that it is a sound investment, and because it promotes systematic saving; money thereby being saved which otherwise would probably be spent.

One great advantage is that if it becomes necessary to withdraw money, the full amount paid in can be withdrawn on 24 hours' notice, or less, and 5% interest will be paid up to date of withdrawal.

Another advantage of such a Contract is that it brings Employer and Employee closer together, creating a mutual interest between them which is beneficial to both."

Mr. August Meyer, Miner, Mongah Mine, The Monongahela River Consolidated Coal and Coke Company, Monongahela, Pa.

"The reason which prompted me to invest in Pittsburgh Coal Company Stock was that I had always lived up to my income and by investing in Company Stock I would be saving a few dollars each month for future use. I now find I do not miss the amount I set aside each month to meet my payments and look forward to the time when I will have a comfortable amount not only for future use but a good investment."

Mr. William Crilley, Sr., Sub-station Attendant, Waverly Mine, Pittsburgh Coal Company, Smithton, Pa.

"The following are some of the benefits and advantages that induced me to purchase stock in the Pittsburgh Coal Company Employees' Association.

Good Work. Steady Work. Have not lost a day only on Vacation. Have dollars now where I did not have cents before. I know the benefit of it now and I have tried to get others to join and have worked hard for the Preferred Stock and will try to do better. I started to work for Waverly Coal Company in 1873, and worked for them till the Pittsburgh Coal Company took hold, and have been working for them ever since."

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Remarks of J. B. L. Hornberger, President of the Pittsburgh Coal Company Employees' Association, before Eleventh Annual Convention of the Pittsburgh Coal Company Employees' Relief Department and Pension Fund, September 29, 1915.

"I assure you I feel very much honored and pleased by your invitation to address this convention. I did not expect to make any remarks, but it gives me pleasure to speak to you and to feel that we are co-operating in a good work. None of us have very long to live at the longest, you know, and as the days go by we ought to try and give a lift here and there where we can. That is the very spirit of this organization: it exists solely to bring relief and help to families where relief and help are needed, and our record is an honorable one. We have helped a great many widows and orphans and fellows who were in hard luck over bad places and it has been done in a quiet way, with the least expense consistent with the results. When you consider that we represent, I suppose, more than 15,000 families and easily 50,000 people, the work of this department goes along very smoothly in the hands of your committees and Mr. McDonald, Mr. Judd and the other members of their staff.

The general plan of the pension fund will perhaps be enlarged and improved, but as it stands to-day it is a fine thing and I want to ask the co-operation of every man for active support of the pension fund; it has come to stay. Other big corporations are taking up the idea and it is right that they should; we have the honor here to-day to represent a pioneer organization in this business of taking care of men when they get old and worn out.

I want to refer to another child of ours which has grown up (it is now pretty nearly 15 years old, about a year older than the Relief Department), the Pittsburgh Coal Company Employees' Association, which opens up a way for everybody who wants to save a little money to put it away in a safe place and get the best returns consistent with safety. The Employees' Association has helped a great many men to save money who would not have saved in any other way, and what it has done in the past 15 years stands before you as a promise of what it will do in the future. I should like to see the employees of the Pittsburgh Coal Company and associated companies as a whole, say 30,000, I should like to see a big portion of that number at least having the little certificate that entitles them to one share of stock or ten shares of stock and to vote in the affairs of the Company and the selection of directors; that is true profit-sharing and the Company is committed to the idea. The Employees' Association as it is is a good thing and the Employees' Association as it will be, I am speaking just as from man to man, the Employees' Association, as it will be in the future, is going to be a better thing, so I advise you to look into it.

I have nothing more to say, but you know from what I have said and what we have done in the past, that I represent a large corporation that is really interested in the welfare of its employees and what the Company has done in the past is a promise of what it will do in the future. The Pittsburgh Coal Company means right by its men, let that sink in—let that truth stick in every situation which may arise in which somebody thinks differently—just hang on to that and believe in the Company and work with the Company."

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

CONTRACTS IN FORCE

DISTRICT	MINES, SHOPS AND AGENCIES		NUMBER OF SHARES		
			Preferred Stock	Common Stock	Total
General Offices, Pittsburgh, Pa.....			969	855	1824
Supt. C. M. Snyder.....	Banning No. 2 and Wick Haven.....		380	170	550
" W. A. Lockhart.....	Midland No. 1 and No. 3, Allison.....		173	160	333
" Samuel McKay.....	Waverly and Eureka.....		269	2	271
" David Ferguson.....	Banning No. 1 and No. 3.....		164	.....	164
" H. D. Thomson.....	First Pool No. 1 and No. 2.....		127	5	132
" George Harkess.....	Crescent and Vigilant.....		122	5	127
" A. P. Cochrane.....	Black Diamond, Catsburg, Lovedale, Yough No. 2		122	.....	122
" W. M. Garrett.....	Margerum, Partridge and Dickson.....		121	.....	121
" James Porter.....	Lick Run and Fair Haven.....		115	3	118
" Hugh Dunning.....	.....		109	.....	109
" C. E. Fetkenhour.....	Forest Hill and Ocean No. 5.....		59	40	99
" Reese Nicholas.....	Fayette City, Apollo, Little Redstone, Eclipse and Alice.....		42	35	77
" Ed. Ryan.....	Ocean No. 2.....		72	.....	72
" Samuel Pritchard.....	Moon Run.....		72	.....	72
" Thos. Easton.....	Somers No. 2 and No. 4.....		71	.....	71
" John Young.....	Walton No. 2.....		68	.....	68
" S. P. McCaffrey.....	Bridgeville.....		61	.....	61
" Wm. Carter.....	Coal Bluff, Cincinnati and Nottingham.....		53	.....	53
" Thos. Kagle.....	Montour No. 1 and Jumbo.....		53	.....	53
" Chas. McDaniel.....	Equitable.....		51	.....	51
" Jas. J. Kerr.....	Montour No. 4.....		47	.....	47
" Emil Gerry.....	Mansfield and Idlewood.....		42	.....	42
" Harry M. White.....	Arnold No. 1, No. 2 and Tremont.....		16	25	41
" F. J. Counihan.....	Gallatin, Manown and Sunnyside.....		39	.....	39
" Alex. McClymont.....	Shaner.....		38	.....	38
" Lance E. Linsley.....	Bunola and Mongah.....		35	.....	35
" W. H. Linsley.....	Harrison.....		35	.....	35
" Thos. Watkins.....	Risher.....		25	5	30
" James Davidson.....	Brier Hill and Champion.....		25	.....	25
" J. A. Wilson.....	Chamouni, Albany and Knob.....		22	.....	22
" John Hauser.....	West Newton and Yough Slope.....		22	.....	22
" Wm. Blower.....	Euclid.....		20	.....	20
Foreman Jesse Wessel.....	Shaw.....		20	.....	20
Supt. Howard Burns.....	Montour No. 2.....		11	.....	11
" Daniel Davis.....	Laurel Hill No. 2 and Creedmoor.....		8	.....	8
" Jas. Sloan.....	Essen No. 2 and No. 3.....		2	.....	2
Supt. J. K. Young.....	Nixon Electrical Repair Shop.....		100	.....	100
" E. D. Greasel.....	Telephone System.....		16	65	81
" M. T. Jones.....	Scott Haven Electrical Repair Shop.....		40	.....	40
" J. W. Barber.....	Docks and Mills.....		30	.....	30
The New Pittsburgh Coal Co.	Columbus,	Ohio	26	390	416
Pittsburgh Coal Co. of Wisconsin	Minneapolis,	Minn.	83	65	148
Youghiogheny Coal Co.	Pittsburgh,	Pa.	94	.....	94
M. R. C. C. & C. Co.	Louisville Harbors,	Louisville, Ky.	.....	92	92
Lake Shipping Department	Cleveland,	Ohio	21	60	81
Port Royal Dock Co.	Sault Ste. Marie,	Mich.	50	10	60
Pittsburgh Coal Co.	Buffalo,	New York	45	15	60
Queen City Coal Co.	Cincinnati,	Ohio	45	.....	45
Pittsburgh Coal Co.	Detroit,	Mich.	.....	45	45
Pittsburgh Coal Co. of Wisconsin	Duluth,	Minn.	35	.....	35
M. R. C. C. & C. Co.	New Orleans,	La.	30	.....	30
Montour Coal Co.	Girard,	Ill.	25	.....	25
Huntington & St. Louis Towboat Co	Cairo,	Ill.	15	.....	15
Pittsburgh Coal Co.	Louisville,	Ky.	8	3	11
Ohio Valley Coal & Mining Co.	De Koven,	Ky.	11	.....	11
Pittsburgh Coal Co. of Illinois	Chicago,	Ill.	10	.....	10
		TOTAL	4364	2050	6414

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30056
116(12)

26 Broadway
New York

June 20th, 1916.

Dear Mr. King:

We have just received from the Pittsburgh Coal Company Employes' Association copies of the contracts between the Company and its employes, with reference to the purchase of Preferred and Common Stock of the Company, and at Mr. Rockefeller's direction I enclose herewith one copy of each contract for your information.

Very truly,

Robert W. Gumbel.

Mr. W. L. Mackenzie King,
The Roxborough, Ottawa, Ontario,
Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30057

Form 469—1M—8-15

Pittsburgh Coal Company Employees' Association

PREFERRED.

Stock Purchase Contract.

(EXECUTED IN DUPLICATE.)

.....Shares. Series P—.....Contract No. P—.....

Made this.....day of....., 19....,

by and between.....

at the date hereof an employee of Pittsburgh Coal Company, or one of its Subsidiary Companies, and residing at .....,

hereinafter called the "Purchaser," and Pittsburgh Coal Company Employees' Association, a co-partnership formed under Act of Assembly of Pennsylvania, approved May 9th, 1899, P. L., 261, hereinafter called "Association."

Witnesseth, That upon the terms and conditions hereinafter contained, the Purchaser agrees to purchase and accept delivery from the Association of.....shares of Preferred Stock of Pittsburgh Coal Company, a corporation organized and existing under the laws of New Jersey, the principal office and place of business of which is Pittsburgh, Pennsylvania.

IT IS EXPRESSLY UNDERSTOOD that the terms and conditions upon which said shares of Preferred Stock are purchased from the Association by the Purchaser, and upon which the same are to be delivered by the Association to the Purchaser, are as follows, to wit:

FIRST. This contract is one of the above series which includes all contracts entered into by all Purchasers and said Association during the month beginning.....1st, 19.....

SECOND. The Purchaser until entitled to the stock herein mentioned shall pay One ($1.00) Dollar per month per share for each share of stock hereby agreed to be purchased, in monthly installments beginning .....1st, 19....., all of which payments, together with other moneys accrued and to accrue from all contracts in said series, shall from time to time as the same accumulates, be invested in and used for the purchase in the open market of shares of Preferred Stock of said Pittsburgh Coal Company.

THIRD. When payments made by all Purchasers of stock in said series, together with dividends and earnings accrued and paid to it thereon, shall equal the average cost of all of the shares of stock purchased with the moneys and for the benefit of said series, the Association will deliver to the Purchaser a certificate or certificates for the shares of stock which the Purchaser hereby agrees to purchase.

FOURTH. The Purchaser shall be entitled to receive credit in addition to moneys actually paid on this contract, for interest at the rate of five per cent. (5%) per annum, upon any payments made in excess of $1.00 per share per month, payable under the terms of this contract.

FIFTH. In the event that default shall be made by the Purchaser in the payment of any of the installments payable under the terms hereof, interest at the rate of six per cent. (6%) per annum shall be charged against the Purchaser on the amount in arrears for the average time between the date the same shall have become due to the date of payment, and if default shall continue for a period of three months or more, the Association, at its option, may cancel this contract and make settlement with the Purchaser, as provided in paragraph Seventh of this contract.

SIXTH. If the Purchaser shall leave the employment of the Pittsburgh Coal Company, or any one of its subsidiaries, before the delivery to the Purchaser of said stock, such Purchaser shall have the right to continue payments hereunder and to participate in the profits of the Association until the maturity of this contract.

SEVENTH. The Purchaser shall not be permitted to assign this contract, but may cancel it at any time hereafter, and upon such cancellation the Purchaser agrees to accept in full satisfaction of every claim and demand hereunder the sum of money theretofore credited to the Purchaser as payments on account hereof on the books of the Association with interest at five per cent. (5%) per annum from respective dates of payments up to the date of such cancellation, it being understood and agreed that all stock dividends and earnings accrued to the stock in said series, including the stock to be purchased hereunder, shall revert to the shares of stock remaining in said series.

EIGHTH. In the event of the decease of the Purchaser before maturity of this contract, the legal heirs of the Purchaser may, at their option, either continue and complete payments under this contract, or cancel the contract and receive in lieu of stock the full amount of payments made thereon, with interest at the rate of five per cent. (5%) per annum from the date of such payments to the date of cancellation.

NINTH. This contract shall be binding and effective when signed by the Purchaser and the President of the Association.

WITNESS the hand and seal of the Purchaser and the President of the Association duly authorized in its behalf the day and year first above written.

ATTEST:

....[SEAL.]
Purchaser.

ATTEST: **Pittsburgh Coal Company Employees' Association,**

..... By.....
Secretary. President.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30058

Contract No. P—

STOCK PURCHASE CONTRACT

WITH

Pittsburgh Coal Company Employees' Association

Series P— Shares

District

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30059

Form 469—C—3-14

Pittsburgh Coal Company Employees' Association

COMMON.

Stock Purchase Contract.

(EXECUTED IN DUPLICATE.)

.....Shares. Series C—.....Contract No. C—.....

Made this.....day of.....19.....,

by and between.....

at the date hereof an employee of Pittsburgh Coal Company, or one of its Subsidiary Companies, and residing at.....,

hereinafter called the "Purchaser," and Pittsburgh Coal Company Employees' Association, a co-partnership formed under Act of Assembly of Pennsylvania, approved May 9th, 1899, P. L., 261, hereinafter called "Association."

Witnesseth, That upon the terms and conditions hereinafter contained, the Purchaser agrees to purchase and accept delivery from the Association of.....shares of Common Stock of Pittsburgh Coal Company, a corporation organized and existing under the laws of New Jersey, the principal office and place of business of which is Pittsburgh, Pennsylvania.

IT IS EXPRESSLY UNDERSTOOD that the terms and conditions upon which said shares of Common Stock are purchased from the Association by the Purchaser, and upon which the same are to be delivered by the Association to the Purchaser, are as follows, to wit:

FIRST. This contract is one of the above series which includes all contracts entered into by all Purchasers and said Association during the month beginning.....1st, 19.....

SECOND. The Purchaser until entitled to the stock herein mentioned shall pay One ($1.00) Dollar per month per share for each share of stock hereby agreed to be purchased, in monthly installments beginning .....1st, 19....., all of which payments, together with other moneys accrued and to accrue from all contracts in said series, shall from time to time as the same accumulates, be invested in and used for the purchase in the open market of shares of Common Stock of said Pittsburgh Coal Company.

THIRD. When payments made by all Purchasers of stock in said series, together with dividends and earnings accrued and paid to it thereon, shall equal the average cost of all of the shares of stock purchased with the moneys and for the benefit of said series, the Association will deliver to the Purchaser a certificate or certificates for the shares of stock which the Purchaser hereby agrees to purchase.

FOURTH. The Purchaser shall be entitled to receive credit in addition to moneys actually paid on this contract, for interest at the rate of five per cent. (5%) per annum, upon any payments made in excess of $1.00 per share per month, payable under the terms of this contract.

FIFTH. In the event that default shall be made by the Purchaser in the payment of any of the installments payable under the terms hereof, interest at the rate of six per cent. (6%) per annum shall be charged against the Purchaser on the amount in arrears for the average time between the date the same shall have become due to the date of payment, and if default shall continue for a period of three months or more, the Association, at its option, may cancel this contract and make settlement with the Purchaser, as provided in paragraph Seventh of this contract.

SIXTH. If the Purchaser shall leave the employment of the Pittsburgh Coal Company, or any one of its subsidiaries, before the delivery to the Purchaser of said stock, such Purchaser shall have the right to continue payments hereunder and to participate in the profits of the Association until the maturity of this contract.

SEVENTH. The Purchaser shall not be permitted to assign this contract, but may cancel it at any time hereafter, and upon such cancellation the Purchaser agrees to accept in full satisfaction of every claim and demand hereunder the sum of money theretofore credited to the Purchaser as payments on account hereof on the books of the Association with interest at five per cent.(5%) per annum from respective dates of payments up to the date of such cancellation, it being understood and agreed that all stock dividends and earnings accrued to the stock in said series, including the stock to be purchased hereunder, shall revert to the shares of stock remaining in said series.

EIGHTH. In the event of the decease of the Purchaser before maturity of this contract, the legal heirs of the Purchaser may, at their option, either continue and complete payments under this contract, or cancel the contract and receive in lieu of stock the full amount of payments made thereon, with interest at the rate of five per cent. (5%) per annum from the date of such payments to the date of cancellation.

NINTH. This contract shall be binding and effective when signed by the Purchaser and the President of the Association.

WITNESS the hand and seal of the Purchaser and the President of the Association duly authorized in its behalf the day and year first above written.

ATTEST:

....[SEAL.]
Purchaser.

ATTEST: **Pittsburgh Coal Company Employees' Association,**

..... By.....
Secretary. President.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30060

Contract No. C—

STOCK PURCHASE CONTRACT

Series C— Shares

WITH

Pittsburgh Coal Company

Employees' Association

District

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30061

En Route,

June 14th, 1916.

Dear Mr. King:

I am spending a week or ten days going over the Western Maryland Railway, the Davis Coal & Coke properties and the Consolidation Coal fields. The last couple of days have been spent with Mr. Calloway and Mr. Fay in going over the mines and camps of the Davis Coal & Coke Company. I have been much pleased with what I have seen, with the good work of improvement along the lines of working and living conditions, which is already under way, and also contemplated, - and above all with the fine spirit and point of view of Mr. Calloway, his associates and subordinates right through.

I have talked with both Mr. Calloway and Mr. Gray about the points mentioned in your letter of May 26th, written before you left New York and at my request, and am enclosing herewith a memorandum prepared by Mr. Calloway which outlines the conclusions reached in the conference with you.

I find on closer knowledge that the term "mining institute" is well understood among miners. I can well understand the reason why Mr. Calloway began his work with the establishment of such an institute, and think he acted most wisely. Neither Mr. Gray nor Mr. Calloway carried away from the interview with you the understanding that an Employes Association was to be organized which should embrace the Institute, Magazine, Plan of Representation, etc. They quite agree with you that such a form of organization would not be logical nor wise. I am convinced that Mr. Calloway's idea of developing the Industrial Representation idea as a separate thing for the present is best in view of his particular problem. Whether this and the Institute and any other forms of work which may in the meantime be developed can eventually be co-ordinated, will be a matter for later consideration.

As to the change in the name of the publication - while it is desirable from your point of view, and should ultimately be done, I find that the name Employes Magazine is one frequently used by various corporations, and that it is familiar to and liked by employes generally. Mr. Gray suggests that the following note appear

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30063
117(14)

Ottawa, June 19, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

Your letter of the 14th instant referring to your personal visit to the camps of the Davis Coal and Coke Company has given me much pleasure. The account you give of conditions as you have observed them, and of the spirit of the officers of the Company and their subordinates is most gratifying.

I have gone carefully over "the synopsis of the proposed plan of industrial representation for employees", and it corresponds with my recollection of the conclusions reached in the conference Mr. Calloway, Mr. Gray and I had together.

The first paragraph of the synopsis indicates the significant feature of what I had in mind with respect to "The Employees Association". I agree absolutely with the wisdom of developing the Industrial Representation Plan as a separate thing; that is precisely what I am anxious it should be. My impression was correct in recollecting that it was to be associated with an Employees' Association, of

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

after the name on the inside cover:

"Published by the Davis Coal & Coke Company in the interest of the Company and its employes."

This will correctly set forth the fact and later on when these various new undertakings have been well established the name Employes Magazine can be dropped or a substitute chosen without creating comment or misunderstanding.

I enclose the cover of a similar magazine, which illustrates my point in regard to the name.

this [illegible] of which I am keeping

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

which it was to be the main original feature, whilst understanding that the Industrial Representation Plan was to be the main feature of the Association at the outset, and each of the other activities, the Institutes and the Magazine, continued as separate entities for the present. Where I apparently erred in my impression was in believing that ultimately the Association was to embrace all the several activities. My point is that I do not want to see an Employees Association formed by the Company at all. First, because it is unnecessary; and secondly, because it conveys an erroneous impression as to the significance of the Representation Plan, which is exactly what it purports to be, namely, a plan of representation of employees, arranged for, except as to form, by themselves, and in no sense a plan of organization of the Company's employees effected by the Company for them.

You probably have noticed that in adverse criticisms of the Colorado Plan, it is usually assumed, or made to appear that the Company has formed an organization of its own employees for them, and ipso facto has deprived them of the right of belonging to voluntary associations and deriving the benefits which accrue from membership therein, and the support of international and affiliated organizations. The criticism is a strong one and very properly carries weight until attention is directed to the clause in the Plan which accords to employees full rights in the matter of joining organizations irrespective of race, creed or union affiliation. Then it falls completely

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

to the ground and there is nothing left for the critic to say.

Were the Davis Coal and Coke Company to begin by forming "an Association by and <u>for</u> the employees of the Company <u>exclusively</u>", they would be taking the very step that would invite this criticism immediately, and the Company and all identified with it would instantly have raised around their heads the active opposition of the labor organizations of the country, and the Plan of Representation, which has everything to commend it in its true light, would be discounted in considerable measure.

It was not to the grouping of activities under an Employees' Association, but to the formation of such an Association at all, that I meant to take exception in my letter. My point is made quite clear by the first two paragraphs of the synopsis, and by the heading of the synopsis itself. You will observe the latter is referred to as a Plan of Industrial Representation <u>for</u> employees of the Company. I should prefer to see it worded, a Plan of Industrial Representation <u>of</u> Employees of the Company. (This meaning, of course, may be the one intended).

I should like to see the first paragraph taken out altogether, and no mention made anywhere of an Association or of the Employees Association of the Davis Coal and Coke Company.

What is implied in the words "In addition to such other features", which begin the second paragraph, accounts, I think,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

for the impression I had that as an objective the Association would aim at ultimately embracing the other activities. I should like to see the whole of the second paragraph deleted as well, and in its stead the following inserted:

> "The following plan of representation is proposed as an industrial representation plan respecting industrial relations between the Davis Coal and Coke Company and its employees." 1 - 2 - 3.

This with a heading "Synopsis of Proposed Plan of Industrial Representation of Employees of the Davis Coal and Coke Company" - with no mention of any association of employees - would, I think, be quite sufficient. I should, wherever it occurs, omit the word "exclusively" after the words "Employees of the Company", as it is unnecessary, the word "employees" being exclusive of itself, and also because it seems to imply opposition to unions and unnecessarily to invite antagonism from them.

Re Section 1. I think the intention was that these committees were to be chosen annually. If so, it would seem advisable to insert the word "annually" after the word "elected" in the second line.

Section 2 is as I understood it.

Section 3 is also as I understood it. Might it not be well, however, to consider if the section had not better be divided and a separate section devoted to the President's Industrial Representative, the purpose of his office and its duties, and have this section placed between Section 2 and

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Section 3. Is there not an advantage, also, from the point of view of joint representation, to retain the word "Industrial" after the word "President's" and before "Representative", in describing this officer.

Should there not be a minimum limit of time fixed within which, in the event of outstanding cases referred to it, the joint committee should be obliged to meet. This it would seem, in the event of pending references, should not be less than once in every three months, and oftener if the situation seemed to demand it.

The last section of all, to those who do not know the President personally, is not likely to give satisfaction, but in the absence of other machinery, such, for example, as the State itself, has devised in Colorado and elsewhere, it is difficult to see how at present the section could be improved upon or added to.

Mr. Gray's suggestion, and your comment with reference to The Magazine seem to meet the situation as it can best be met in view of the circumstance that one number has already been issued. The point here is the same as in the case of an Association for the Employees formed by the Company. What I have mentioned in this connection applies of course with equal force to The Chesapeake and Ohio Employees' Magazine, and others similarly named. It is a minor matter, but the significance of it is worth having in mind.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Later on I shall be glad to write you of possible developments of the Proposed Plan which may seem to be of advantage to the Company and its employees. As a beginning, it is, I think, excellent.

I return the synopsis, as it appears to be an original. I have retained a copy for possible future reference.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30069
117(14)

SYNOPSIS OF PROPOSED PLAN OF INDUSTRIAL REPRESENTATION FOR EMPLOYEES OF THE DAVIS COAL & COKE CO.

It is proposed at this time that an Association be formed by and for the employees of The Davis Coal & Coke Company, exclusively; this Association to be known as THE EMPLOYEES' ASSOCIATION OF THE DAVIS COAL AND COKE COMPANY.

In addition to such other features as may properly be covered by this Association, the question of INDUSTRIAL REPRESENTATION between the EMPLOYEES and the COMPANY shall be covered in the following manner:

1 - INDUSTRIAL RELATIONS COMMITTEE.

At each plant there shall be a Committee of Employees elected by secret ballot at regularly called meetings of wage earning employees to be known as THE INDUSTRIAL RELATIONS COMMITTEE, and to serve until their successors are elected.

2 - JOINT COMMITTEE ON INDUSTRIAL RELATIONS:

This Committee shall be composed of six men, three to be elected by the employees and three to be appointed by the President of the Company.

If the territory proves too large for one joint committee, the various plants of the Company may be divided into convenient districts and as many joint committees selected as there are districts.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

3 - PLAN OF PROVISION FOR ADJUSTMENT OF INDUSTRIAL DISPUTES:

Subject to the provisions hereinafter mentioned, every employee shall have the right of ultimate appeal to the PRESIDENT of the Company concerning any condition or treatment to which he may be subjected and which he may deem unfair.

Employees shall first seek to have differences or the conditions complained about adjusted by conference in person or through their INDUSTRIAL COMMITTEE with the FOREMAN and MINE SUPERINTENDENT.

Failing to secure satisfactory adjustments, they may then present their case to the PRESIDENT'S REPRESENTATIVE, either in person or through their Committee and the PRESIDENT'S REPRESENTATIVE will investigate the same immediately and if possible make adjustments.

THE PRESIDENT'S REPRESENTATIVE appointed for this purpose by the COMPANY shall devote his entire time visiting the various plants of the Company, and shall be available at all times on reasonable notice for the purpose of meeting employees or their Committees and report all cases brought to his attention to the PRESIDENT of the Company.

Should the PRESIDENT'S REPRESENTATIVE fail to adjust a case satisfactory, the employee may direct or through his Committee bring his case to the JOINT COMMITTEE ON INDUSTRIAL RELATIONS, which Committee shall meet at regularly appointed intervals.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Should this JOINT COMMITTEE fail to satisfactorily adjust such difference, the employee may then either personally or through his Committee, or by letter appeal his case to the GENERAL MANAGER and the PRESIDENT of the Company in the order named; and such appeal should be made within two weeks after the action of the JOINT COMMITTEE. The appeal to the PRESIDENT and his decision shall be final in all cases.

COPY

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30072

116(16)

26 Broadway,
New York.

June 15th, 1916.

Dear Mr. King:

When attending the Young Men's Christian Association meetings in May at Cleveland, I spoke at the Industrial Conference at Mr. Towson's suggestion. The stenographer's notes of my address have been sent me, and I am enclosing herewith a revised copy thereof, thinking it may interest you.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough, Ottawa,
Ontario, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30073
116(16)

ADDRESS BY JOHN D. ROCKEFELLER, JR.

Delivered at the Industrial Conference of the
Young Men's Christian Association
In the Grace Episcopal Church
Cleveland, Ohio, May 15, 1916.

- - -

(Mr. John Sherman Hoyt, New York City, presiding.)

Chairman Hoyt: I am sorry that we have not a larger room to accommodate this conference. The first speaker this afternoon is Mr. John D. Rockefeller, Jr., who will speak to us on "Spiritual Forces Creating and Solving Modern Industrial Problems." Mr. Rockefeller.

Mr. John D. Rockefeller, Jr.: Mr. Chairman, ladies and gentlemen, I am quite appalled at the idea of being expected to make a talk here on so important and formidable a subject as the one which the chairman has announced. My contract to be here was not made with the acting chairman, but with the gentleman who sits at his right (Mr. Towson), and the understanding was that I was to express by my presence and in a very brief and informal talk my own interest in this great subject which the Industrial Department is dealing with. More than that was not expected, and more it would be impossible for me to contribute, for I come here as one eager to learn, not capable of teaching.

I am an earnest student of industrial problems, frankly admitting that my experience is not extensive nor my knowledge broad, but at the same time feeling profoundly their great importance. Aside from the war, which is, of course, the central thought in the mind of the world, the industrial problems are pressing for attention more seriously and with greater force in all of the countries of the world than any other problems. So it behooves men of the intelligence, of the standing, of the sympathy, of the big-heartedness of the men in this movement to study and consider with deepest earnestness these great, vital problems.

The thing that strikes one - that strikes me - at the outset in connection with these problems is the wrong attitude which most people have toward them. On the part of both labor and capital, as well as among the interested and disinterested public, this mistaken attitude is found. Capital regards labor as a commodity to be bought and sold; labor regards capital as money personified in the soulless corporation. Technically speaking, perhaps both of these definitions might be justified, but they are far from being comprehensive and all inclusive. For both labor and capital are men, men with muscle and men with money; both are human beings and the industrial problem is a great human problem. This is one of the first things we need to recognize, and it is just because the industrial problem is a human problem and has to deal with human nature

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

that it is such an intricate and difficult problem to solve.

Then again, the current attitude is wrong, in that capital and labor are so frequently regarded as enemies. The popular impression seems to be that here are two great contending forces arrayed against each other, each striving to gain the upper hand through force, each feeling that it must arm itself in order to secure from the other its rights and its just dues. Such an attitude as this is only more unfortunate than it is untrue. I cannot believe that labor and capital are enemies; I cannot believe that they are contending forces and that the success of one must depend upon the failure or the lack of success of the other, or vice verse. It seems to me that labor and capital, far from being enemies, are partners, that their interests are common interests, that the well being of neither one can be secured unless the other also is considered, that neither can attain the fullest possibilities of development which lie before both unless they go hand in hand. To many this doctrine sounds heretical. Some of you are doubtless saying, "Here is a man who admits he has had little experience, who has not long been a student of these questions, and who does not know what he is talking about." Nevertheless, I feel a deep and earnest conviction as to the truthfulness and the rightness of the statement that labor and capital are partners. Only when the problem is approached from that point of view is there any hope of bringing about closer, more healthful and mutually advantageous relations between them.

Now if the premise which I have laid down is true - that labor and capital are partners - then certain things must follow. Surely, they must have contact; this standing aloof of the one from the other must end. Partners know each other; they rub elbows; sit around the same table; come to understand each other's point of view. Respect grows in the heart of each for the other; confidence is developed, and they come to realize that they are working with a common interest for a common result.

How can this relationship be brought about? In the old days, when partnerships were more general and corporations were unknown or little known, the owners were the officers of the company, the foremen, and sometimes participants in the labor performed in the common interest. But always there was a close personal touch between the several elements that went to make up the company. As business has developed, as larger aggregations of capital have become necessary in order to deal with the larger enterprises which the growth of the country has demanded, this close and intimate relationship has become regrettably less frequent and less possible. So it often happens, and it seems as though it were almost impossible to have it otherwise, that in the great corporations which exist today, whose employes are legion and whose stockholders often are as numerous, it is practically impossible for the owners of a company to know their partners, the employes. This fact is largely responsible for the misunderstanding, for the distrust, for the lack of cooperation and mutual sympathy which has grown up, and it seems to me that there must

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30075

be some way, even under present economic conditions, of getting back to that original contact which did so much in the early days to prevent the difficulties that are arising in these later days.

If it is impossible for the stockholders, because of their number, because of their geographic relation, to come into frequent or even semi-occasional contact with their partners the employes of a company, at least it is possible, and must be made increasingly possible, for the leading representatives of the stockholders, namely the officers of the corporation, to come into that close contact with the employes which formerly the stockholders, themselves the owners, enjoyed. But because of the vast number of employes in many a company, even this is difficult and altogether too infrequent today.

Perhaps the difficulty can be met by the employes of any corporation appointing from their own number, as their representatives, men who are working side by side with them in the same corporation, to meet as often as may be with the officers of the corporation, that, in so far as is possible, there may thus be reproduced the earlier contact between owner and employe. This is possible, and if such a plan were carried out conscientiously and persistently by both parties in interest it would go very far toward reestablishing the relations of mutual confidence and common interest which formerly existed. As the officers of our great corporations come to see more and more, as they are, that the problem of understanding their employes and being understood by them is a vital problem and one of the utmost importance with which they are confronted in the management of their corporations, they will be convinced not only of the wisdom of devoting far more time to such contact, but of the desirability, the advantage to themselves, to the employes as well as to the company, of such closer association and intimate conference in regard to matters of common interest and concern.

If we look into our own experience we find that the misunderstandings which we have had with other men have been largely the result of lack of contact. We have not seen eye to eye. Men cannot sit around a table together for a few hours, or several days perhaps, and talk about matters of common interest, with points of view however diversified, with whatever misunderstanding or distrust, without coming to see that, after all, there is much of good in the worst of us and that there is not so much of bad in most of us as the rest of us have sometimes assumed. So this personal contact, talking over the affairs of the company by the officers and the employes, is bound to be of great value in helping each to understand the difficulties which the other has to contend with.

One hesitates to be personal and refer to incidents in one's one experience, and yet perhaps what I have just said may be reinforced by my mentioning the fact that just such a program as this has been put into effect in connection with a certain company in Colorado (the Colorado Fuel

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30078

& Iron Company) with which I am connected, and it has been exceedingly interesting to those in charge of the company, as well as to myself, to find how points of view change when men get close together. I regarded it as a privilege when in Colorado last year to have the opportunity of talking personally with hundreds, if not thousands, of the employes of the company to which I refer. I found frequently points of difference between the men and the officers. But I found no single instance, although I went there with the impression prevailing on the part I presume of practically every man in the employ of the company, that anyone whose name was Rockefeller was the personification of evil, of greed and of selfishness,- going with that handicap I found no single instance where the men, as I met them, were other than friendly, frank and perfectly willing to discuss with me, as I was glad to discuss with them, any matters they chose to bring up. It frequently occurred that there was justice in the points which they brought up, and their requests were acted favorably upon by the officers. Also frequently situations were presented in which it was impossible for the company to meet the views of the employes. But never was the subject dismissed until, if unable myself to make the situation clear, the highest officials in the company were called in to explain to the employes with the utmost fullness of detail the reasons why the things suggested were impossible. I can recall no single instance where the employe left such a conference with any other than a feeling of absolute satisfaction, so far as I could judge; without seeing that what was being done was being justly and rightly done in the common interest. I mention this fact simply to indicate that from experience, although not extensive, this principle of cooperation, of contact, of talking over matters of difference, is practicable and does work.

One other matter I might mention, a matter of great, of vital moment, and that is the importance of seeing to it that the little grievances - just such little grievances as are bound to come up in your home life and in mine quite as much as in corporate life - that these little grievances are discovered and dealt with at the source. How true it is that a great company is judged - its officers and stockholders are judged - by the attitude and acts of some little, often over-zealous agent in some distant part, who, thinking to do a smart thing, takes advantage of a customer or does something that is unfair. At once the public says, "There, that agent represents the attitude of the officers and the stockholders of that corporation. We knew that they were mean and small men." Well, I need not stop to discuss with you men here today the injustice of any such conclusion, and yet it is human nature thus to reach conclusions. The employe judges the company by the man immediately over him, a man who usually has worked himself up from the position of an employe. Most of us cannot stand success and prosperity; our heads are turned, and when we have risen a peg in the world we desire to "lord it" over those from whose ranks we have risen. Lest here again you think me inexperienced, I want to back up this statement with proof. I am the father of five boys, besides a daughter. It is invariably the case that the second brother complains of the bullying of the first brother; and then every time the second

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

brother turns around and bullies the third brother. I do not suppose my children are different from other children. That just seems to be human nature. We have got to count on it, and it is of the utmost importance in any business to make as impossible as may be, any unfair or overbearing attitude on the part of officials, however high up or however low down. Some arrangement should be made whereby matters of a controversial nature are taken up at the outset and dealt with. We get a scratch on the finger from a pin; it seems quite insignificant, so insignificant that we pay no attention to it. But because that wound, made possibly with a rusty pin, is not cleansed, it becomes a festering sore. The difficulty continues, and perhaps before the end of the week, as a result of that insignificant scratch, a finger has to be amputated. An ounce of prevention is worth much more than a pound of cure, and in no place is this truer than in dealing with human nature. So I suggest the great importance, in these human relations between labor and capital, of every precaution which will insure dealing fairly, justly and in a sympathetic manner with every slightest grievance when it first makes its appearance.

But I must not occupy more time. Let me say this in closing. It seems to me the Industrial Department of the International Committee is capable of rendering a great service both to labor and to capital in helping bring about just that better understanding, that closer sympathy, that more kindly feeling, that real appreciation each of the other, of which we have been speaking. As your Secretaries go among the corporations, as they are working in the common interest, for the officers as well as for the employes, as they are seeking to develop the best in all the men interested in the company, to minister to all wherever ministry is needed, there arises a magnificent opportunity for them to help bring about a better understanding between - I shall not call them these two contending forces, but these separate members of the firm - these partners. So I am looking with great interest to the increasing usefulness of this department of the Young Men's Christian Association in helping to prepare the way for closer cooperation between labor and capital and a better understanding of their own interests, and in helping to usher in the day when not only a few men will be so ignorant, so bold, so idealistic as you may think me in advocating a firm belief in the principle of the partnership of labor and capital, but rather that generally that view will be accepted. And I believe as you men in this organization help to introduce into business life the adoption of the golden rule, you will be rendering a service to industry and to the country which will be incalculable in its results.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30078
116 (16)

Ottawa, June 24, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

You will not be surprised when I tell you that the reading of your Cleveland address has given me unqualified pleasure. What you say about re-establishing through representatives the relations of mutual confidence and common interest which the immediate and frequent contacts of employer and employee under earlier conditions made possible, but which have been lost with the growth of corporations, and what you say about eliminating grievances at their inception, are so like parts of my manuscript that I should feel I had used your copy if they had not been written a month or two ago.

To be able to point to concrete examples in industries in which you are interested, as respects views which you express, gives great significance to what you say, and the fact that it is you who gives expression to such views adds a significance that nothing else could.

Next to the actual achievements with which you are identified, I can think of no finer service you could render

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the relations of Capital and Labor in America than to deliver a number of such addresses before audiences of different kinds. It is as important to industrial relations on a national scale as to relations within the limited sphere of individual industries that you and Labor should come to know each other, and immediate and frequent contacts are necessary to this end.

Many thanks for allowing me to have the revised copy of your address.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30080

117(11)

26 Broadway,
New York.

June 16th, 1916.

Dear Mr. King:

In a letter recently received from Mr. Reynolds, he encloses a copy of his letter to Doctor Eliot of June 5th, 1916, in which he quotes from a recent letter from you to him as follows:

"My opinion is now, and was then, and if requested would have been given to Mr. Rockefeller as I expressed it to you that questions of fact bearing upon your work having arisen your relationship with the Foundation should terminate pending an impartial investigation of these facts and the ownership of the properties involved; that if a finding upon the facts place no barrier against it dispossession of the properties, seeing that their occupancy has been placed by you above question should operate to leave you in a position where your services as a vice expert could be continued without prejudice to yourself or others. You are at perfect liberty to say to Mr. R. or to Dr. E. that this is my opinion, and the only opinion I have ever held or expressed."

This quotation sounds so unlike you - the view expressed is so different from the impression I gathered, from what you said or better did not say, after your reading the Reynolds correspondence in my office, that I want to be sure that Mr. Reynolds has quoted you correctly. I shall be glad to hear from you at your early convenience.

Very sincerely,

John D. Rockefeller Jr.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

1767(1)

P30081

The Great North Western Telegraph Co.

OF CANADA

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.

Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER BLANK.

Sent No.	Sent By.	Rec'd By.	Time Sent.	Time Filed.	Check.

Send the following message, subject to the above terms, which are hereby agreed to.

Ottawa, June 20, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway, (Please forward if necessary)
New York.

Very glad to receive your letter sixteenth concerning Hygiene matter. Am sending you to New York office today under registered cover, marked Confidential, entire correspondence, which I think you will find wholly satisfactory.

W. L. Mackenzie King.

Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30082
117(11)

Ottawa, June 20, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I attach a complete file of correspondence which will acquaint you exactly with all that has been said and done, so far as I am concerned, with reference to the subject matter of your letter just received. If, after reading over the correspondence as a whole, you feel that in any particular I have entertained a wrong impression or expressed an erroneous opinion, please let me know immediately.

I can well see wherein quotations divorced from the context of communications as a whole, and apart from an understanding of the circumstances which have occasioned them, are bound to be misleading, and I am therefore not in the least surprised that the letter you have received and to which you refer occasioned you some concern.

If you look at my correspondence with Mr. R. and compare it with your letter to him which he forwarded on to me, you will find that the position as represented by me is exactly the one given by you in your letter.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Fortunately, your letter has come just at the moment that I was about to destroy the entire correspondence. I had thought it well, as you will see from the file, to ask both Dr. E. and Mr. R. to destroy the correspondence they have had with me as well. If, after reading over this file, you feel that it is not necessary or expedient to retain it, please destroy it, and I shall this letter as soon as I hear from you that it has been duly received.

I think that the last letter written to me by Mr. R. indicates wherein such misunderstanding as exists has arisen.

You will observe that Dr. E. has asked me not to communicate with you in writing, but to do so verbally. The copy of his letter, therefore, which I am attaching with the rest of the file - the original of which I am returning to Dr. E. - is being sent you in consequence of your letter to me, and not with the intention of continuing the correspondence against Dr. E's wishes. Perhaps you will feel that, in view of Dr. E's request, the fact that I have sent on to you the copy of Dr. E's communication had better be regarded a matter of confidence as concerns all parties.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30084

CERTIFICATE OF POST OFFICE REGISTRATION.

No. 227

Registered this day a *fully prepaid* Letter addressed to John D. Rockfeller

.....

New York

.....

B. NY

.....

Postmaster.

Ottawa Canada REGISTERED JUN 20 1916 DATE STAM.

N.-B.—A certificate is to be given for every letter accepted for registration, whether the party posting the letter applies for one or not. A Postmaster failing to give a certificate for every such letter incurs a serious responsibility.

Postmasters will please to notice that the above receipt purports to be for a **fully prepaid** letter. They should therefore see that the letter is fully prepaid before accepting it.

[over]

50 B.1,000,000 sheets 4-3-15

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30085

Points to be noted in connection with Registered Letters or other registered articles.

---

1. The letter should be fully and precisely addressed in a distinct hand-writing. In like manner the receipt given therefor by the Postmaster should be distinctly written and carefully stamped and numbered.

2. A person posting a Registeered letter should not leave the Post Office till he has obtained his receipt.

3. The letter should bear stamps to the full amount of the postage and registration fee. The sender should attend to the due pre-payment of his letter himself. A Postmaster is only **responsible** for doing that which it is his **duty** to do, and it is not his duty to place stamps on letters for other people.

4. The letter should be in good order when handed to the Postmaster, that is it should be enclosed in a suitable enveloppe carefully sealed with wax or gum.

5. Letters for registration should be brought to the Post Office some time before the mail closes.

6. Persons receiving registered letters that call for acknowledgment would frequently save trouble to themselves, to their correspondents and to the Post Office by acknowledging them promptly.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30086
117(17)

Copies of letters sent to Mr. R. with letter of June 20, 1916.

Date	Particulars	From	To
May 30	Card	Mr. Reynolds	Mr. King
29	Letter	Dr. Eliot	Mr. Reynolds
June 1	Telegram	Mr. King	Mr. Reyholds
1	Letter	Mr. King	Mr. Reynolds
5	Telegram	Mr. Reynolds	Mr. King
5	Telegram	Mr. King	Mr. Reynolds
5	Card	Mr. Reynolds	Mr. King
5	Letter	Mr. Reynolds	Dr. Eliot
6	Letter	Mr. Reynolds	Mr. King
May 31	Letter	Mr. Reynolds	Mr. R.
June 1	Letter	Mr. R.	Mr. Reynolds
June 8	Letter	Mr. King	Dr. Eliot
8	Letter	Mr. King	Mr. Reynolds
12	Letter	Dr. Eliot	Mr. King
13	Letter	Mr. Reynolds	Mr. King
6	Letter	Dr. Eliot	Mr. Reynolds
19	Card	Mr. King	Dr. Eliot
19	Letter	Mr. King	Mr. Reynolds

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30087
116(16)

26 Broadway
New York

June 22, 1916.

Dear Mr. King:-

Mr. Rockefeller, Jr. directs me to send you the enclosed copy of a letter from Professor J. R. Commons, of the University of Wisconsin, which he thinks will interest you and which need not be returned or acknowledged.

Very truly,

N. Adams

Mr. W. L. Mackenzie King,
Ottawa, Canada.

Enc

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30088(16)

(COPY)

The University of Wisconsin

June 16, 1916.

Mr. John D. Rockefeller, Jr.,

Standard Oil Building,

New York, N.Y.

Dear Sir:-

I am getting out a revised and enlarged edition of my Trade Unionism and Labor Problems and am very anxious to have the use of your article on "Labor and Capital Partners" which appeared in the Atlantic Monthly, January, 1916, and in the Colorado Industrial Plan. I am writing to ask whether you will kindly give me permission to use the same. After having secured your consent, I shall write to the Monthly, securing the consent of its publishers. If you have a couple of "separates" which I might use for the printer, I should be glad to receive them.

Hoping to hear from you at your early convenience, I am,

Yours very truly,

J. R. Commons.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30089
117(15)

26 Broadway
New York

June 22, 1916.

Dear Mr. King:-

In a recent letter from Mr. Lee, he repeated what he has said to me on various occasions, as well as to you, and what he also reiterated in my office yesterday. I am passing the message on without comment. It is as follows:

"I have read, and am particularly interested in, "his concluding paragraph with reference to a suggestion "by Mr. Hicks, not enclosed but evidently involving some "cooperation by Mr. King with the International Harvester "Company in some of their labor troubles.

"The more I think of this whole subject, the more "I am impressed with the thought that the sooner the De- "partment of Industrial Relations of the Foundation brings "itself into closer contact with the actual problems which "are coming up between Capital and Labor, the greater will "be its benefit to the public."

Please do not trouble to reply to this letter, which kindly destroy.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30090

117(20)

Ottawa, June 24, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I thank you for allowing me to see the attached communications, and shall be obliged if you will thank Mr. Lee for me.

As Mr. Lee himself foresees, there is grave doubt as to the Brotherhoods accepting this proposal. It is in the interests of organized labor that unorganized labor should see that organization, of itself, is power. Having in mind a possible rejection of the proposal, may it not be well to consider whether the statement might not be made less committal than it is?

Might not the purpose Mr. Lee has in mind be served, and some of the consequences of a refusal safeguarded were consent to arbitration by the Companies made conditional, not upon the arbitration of the entire railroad wage schedule as a whole, but upon the arbitration as respects the Brotherhoods only being made with reference to the entire railroad schedule, on the ground that other employees would doubtless feel that,

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

whatever rate of wage increase was extended to employees of the Brotherhoods should also be extended to all wage-earners in the railroad service.

It seems to me that the idea of suggesting consideration of the entire railroad wage schedule is a good one. Also, if the Companies were certain of the acceptance of such an arbitration, it might be desirable to promise the horizontal increase; but unless the Companies are sure of its acceptance, may they not, using the phraseology of pages two and six of the statement, be committing themselves in the dark to a horizontal increase all along the line which it may be difficult or impossible for them to meet.

Please destroy.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30092
114(8)

Ottawa, June 24, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I enclose a copy of a communication I have received from Mr. Hicks with reference to the material which has been prepared for a special school bulletin, and a copy of the letter I am sending him in reply.

Kindly have this communication and its contents regarded as other than official, and destroyed at your convenience.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

117(14)

30093

26 Broadway
New York

June 24, 1916.

Dear Mr. King:-

Your letter of June 19th, in regard to the proposed plan of industrial representation for the employes of the Davis Coal & Coke Company, is received. I am passing the letter on to Mr. Gray, who I know will be interested in it, and have told him that he was at liberty to show it to Mr. Calloway if he so desired.

Any correspondence on this subject I am destroying when it has served its purpose, and assume that you are destroying my letters to you, including this one.

Very sincerely

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30094
117(11)

26 Broadway
New York

June 26th, 1916.

Dear Mr. King:

Your letter of June 20th with its enclosures was duly received, for which please accept thanks. I am glad to have the further light which this data throws on the subject. I have just had a two hour conference with the gentleman to whom the correspondence refers - Mr. Greene and Mr. Fosdick being present. I feared that the conference would be of no avail, and am afraid little was accomplished. But at least our friend cannot say that I have not granted the interview, which in this instance was not asked for but suggested by me. I will destroy the data which you sent me when the matter is disposed of.

Very truly,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Ottawa, Ontario, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30095

26 Broadway
New York

June 28, 1916.

Dear Mr. King:-

I have your letter of June 24th, returning Mr. Lee's dictations in regard to the Brotherhood strike. I know that Mr. Lee would be interested in the observations which you make.

May I also thank you for your second letter of the 24th, referring to my talk before the Industrial Department of the International Committee in Cleveland. I am gratified to know that you thought well of it.

Mr. Welborn has just been here for two or three days. He has told me many interesting and gratifying things with reference to the working of the Industrial Plan. One matter came up which he said had been discussed at length by himself and his associates, namely, as to how the Y.M.C.A. dues might be collected from the men. Mr. Hicks is strongly in favor of allowing each man to sign an order to the Company directing that the dues be deducted from his pay each month until the order is revoked. Several of the others agreed that that would be the natural and easy way to collect the dues, and the representatives of the men in several camps have said that the men were very desirous that this should be done. Mr. McKennan raised the point that he feared if this were done it would establish a precedent for the deduction by the Company of dues, which might be used as an argument by the United Mine Workers in pressing at some later date their request for the check-off system. The officers of the Company are somewhat divided as between the wisdom and unwisdom of adopting such a course.

When Mr. Welborn first spoke of the matter to me, before telling me what Mr. McKennan had said, my immediate reaction was that it would never do, for just the precedent above suggested would undoubtedly be established, and I cannot rid myself of the feeling that it would be an unsafe thing to do for this reason only. I recognize the difficulty of collecting the dues otherwise and can see how the employes would prefer to have the collection made in this way, and I appreciate that if each man who desired the deduction made were to sign an order to that effect that would only be doing what he would have the right to do, were the order in favor of an insurance agent or any other prospective creditor. On the other hand, the Company can ill afford to take any chances

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of weakening the strong position which it has always taken in regard to the check-off system.

Mr. Welborn is going to write you on this subject. I shall be glad to know what your view is.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Ottawa, Canada.

Please destroy

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30097

Ottawa, June 30, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I agree entirely with your view as to the collection of Y.M.C.A. dues by the Company. It would be a mistake for the reasons you mention, and for other reasons as well. It should be kept in mind that the Y.M.C.A. requested the Company to allow it to conduct its activities in the camps, and that it is there by permission of the Company as a separate organization, and one not directly or indirectly concerned with the Company itself. No step should be taken which would give the slightest ground for confusion in the minds of any as to the exact position of the Company and the Y.M.C.A. respectively in their relations to each other.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30098

114(8)

26 Broadway
New York

June 29, 1916.

Report of meeting of Advisory Committee.

Dear Mr. King:-

Mr. Welborn handed me the enclosed when he was here the other day. I read it with great interest and am immensely pleased with the spirit which it shows, and know you will enjoy its perusal.

Please return the data for my files.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Ottawa, Canada.

Enc

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30099

114(8)

Kingsmere, Que.,
July 5, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I return the enclosed, which I have read with great interest. It is indeed a pleasure to see how the various features of the Industrial Representation Plan, which seem to present a certain splendid unity on paper, are dovetailing so effectively in practice.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30100
117(20)

Ottawa, June 30, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I have a special reason for not desiring the letter I sent you with reference to the Railway arbitration matter being retained with any possibility of its getting into the hands of any persons other than Mr. Lee and yourself. I should feel it a special kindness, therefore, if on receipt of this letter you would if possible arrange with Mr. Lee to have the communication destroyed, if this has not already been done.

I suppose it is hardly necessary to say to Mr. Lee that I should not like to have my name mentioned in any way as having expressed an opinion in connection with this matter. Had I felt that there was possible danger of this, I should have spoken of it in my last letter. My reason for doing so at the moment is only that I can see where inadvertently a reference might be made to the comment I have expressed unless it were known that I was particularly anxious not to be quoted one way or the other to <u>anyone</u>.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30101

115(2)

26 Broadway
New York

July 6th, 1916.

"Strikes - The Cause and Remedy" Hon. [illegible]

Dear Mr. King:

At Mr. Rockefeller, Junior's direction, I am enclosing herewith an article taken from the July issue of CURRENT OPINION, on strikes.

Very truly,

Robert W Gumbel

Mr. W. L. Mackenzie King,
The Roxborough, Ottawa, Ontario,
Canada,

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30102

than 30 per cent. of the market price —say 2 cents a quart for milk when the consumer pays 9 to 11 cents—with the area of abandoned farms increasing, with fruit a dead loss and a glut on the market in 1915, and wheat "soaked" 50 per cent. of its value for Atlantic transportation—where is the prosperity in farming? Isn't America the only land in the world where the farmer is not the financial aristocrat? Isn't it the only land in the world where land-owners net less than $300 a year income? How about your fine farm prosperity here?

That's just where the big financiers see dawn coming up "like thunder" over the farm. We have been issuing wads of theory on how to grow rich farming. We have spouted from the platform and from the press. Kid-gloved gentry who never handled a clod of mud have been much in evidence. They have kept at it until the farmer has been constrained to shout back: "Shut up! You have loaded up the statute books with fool laws enough to break the back of a jackass! Farmers, for instance, have been fined millions of dollars for selling 'bob veal.' Men have been ruined and sent to jail because fool scientists of twenty years ago, after making half-baked experiments, said that 'bob veal' is unwholesome. To-day every investigator, from the Federal Bureau at Washington to the Veterinary Department of New York State or the laboratories of Germany, pronounces 'bob veal' pure, wholesome, nutritious. Does that undo the fines and ruin you have wrought in the past?

"You have loaded the dairyman with various useless restrictions, until you have put milk beyond the price of the poor, built up milk trusts that hold the cities by the throat and driven tens of thousands of dairymen out of business. What we want is not theory and the kid-glove piffle of job-holders who make a living by spouting. *What we want is direct access to our markets,* direct control of our markets and direct touch with the consumer. Give us that, and we will work out our own salvation."

For the first time, Uncle Sam has set himself to a serious consideration of farm marketing.

Get the report of David Lubin's testimony before a Congressional Committee last winter!

Uncle Sam is going to solve this market job if he has to turn the whole post-office department over to it.

New York State has a state marketing system.

South Carolina, Wisconsin, California, have all taken a step in the same direction; and South Carolina has gone far enough to pronounce the trial a success.

A dozen other states are watching ready to fall in line!

When men like Theodore N. Vail form a big national organization to find out what is the matter with farming, things are going to happen.

The consumer has never paid such high prices for farm produce; the farmer, except for wheat and corn, has seldom received lower prices. Fruit-growers last year did not clear freight. Milk-farmers are to-day not paying the cost of labor. What is the matter? Uncle Sam has gone at the job with his sleeves rolled up, and he is going to see what is the matter. And he is going to put it right. The day the farmer receives 60 per cent. of the consumer's price, he will roll in opulence.

Now to go back to the farm mortgage—what do the big financiers see?

Land is the cheapest it will ever be.

No matter what cataclysms come, land cannot burn up or go off in cannon smoke.

Federal farm credits are going to stabilize and standardize this form of investment all over the country.

Once the problem of farm markets is solved, land in America will go up to the values of the best European agricultural centers. Financial control will shift from the banker to the farmer, who will be the banker. When $20-an-acre land goes up to $300, and $300-an-acre land goes up to $1,000, the land companies financing such lands will enjoy a proportionate increase in the value of their shares.

That is why the farm-mortgage investments are bulking large in the financial vision.

STRIKES—THE ONE CLOUD ON OUR INDUSTRIAL HORIZON

AMERICA is to-day enjoying the most abounding prosperity in her history of a century and a half. Railway traffic, exports, wages, dividends, domestic commerce, are the highest ever known.

There is not within the boundaries of the United States a man, woman, or child willing and able to work, who cannot sell that work at the highest price ever known in the labor market.

This is another way of saying there need not be a single idle worker within the boundaries of the United States to-day.

In a year when the whole world needed crops, the United States had superabundant crops.

In a year when the whole world was plunged in bloodshed and havoc, the United States remained an oasis of peace in a desert of waste and havoc. Ascribe it to luck, ascribe it to the blessing of an old-fashioned God on a nation that for a century and a half has been the refuge and haven of freedom for all peoples of the earth, ascribe it to what you will—the fact remains that the United States to-day is commercially in the highest prosperity, national or individual, ever known in the history of the world.

Figures need hardly be given to support this statement.

Where wages were a few pence a day in the era of Queen Elizabeth, or a few dollars a month in the era of the American Revolution, they are now $2.00 a day for the cheapest form of labor ($45.00 a day for workers in munition factories). That is, a workman to-day earns as much in a week as he formerly earned in a month; an artisan earns in a day as much as he formerly earned in a month. And the nation as a whole exports twice as much as ever before of American produce, and imports four times as much foreign gold as ever before.

And yet there is a cloud on the horizon. It is no bigger than a man's hand, and yet it is a cloud that may wreck American prosperity.

Also, don't forget that no problem has ever confronted the American people which they have not met and solved.

The cloud on the horizon is best illustrated by concrete facts.

In spite of high wages, we never before had as many impending strikes as we now have. In spite of the rapid advance of an eight-hour day, we never before had as many impending strikes. At the time of writing this, strikes are impending among all telegraph operators from Chicago to New York, among all train men, among all garment workers, among the anthracite coal miners.

Munition workers are receiving all the way from $45.00 a day down to $3.00 a day, and there is not a munition plant in the country, from Bridgeport to Calgary, where strikes have not taken place or are not impending. Longshoremen and dockmen netting $6.00 to $4.00 a day are on strike in one harbor. Longshoremen and munition workers, the latter receiving four times as much as a foreman who has spent ten years preparing for his job, four times as much as a banker who has spent ten years preparing for his job, nine times as much as a teacher or college professor who has spent seven years preparing for his job, are on strike for one of two things—higher

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30103

tags for greening apples. And so on down the list of farm produce.

Now it is obviously impracticable to put a beef or a porker in a mail box, not to mention a barrel of apples or some over-ripe eggs. But the farmer buys the tags as he would buy postage stamps. When he has eggs for sale, the farmer brings an egg tag to the post office and puts it in his mail rack. The householder comes. She wants eggs. The postmaster looks over the racks and takes out the tag. The price of the eggs is such and such. The housekeeper pays the price and the farmer delivers the goods.

There are, of course, difficult questions regarding quickly perishable products like milk, and regarding the quality of goods delivered. Also there might be a glut at one point and a scarcity at another. But, as two of the bigges' mail-order houses in the world point out, these are complications that must be gradually worked out as the plan develops. They explain that their own business has grown from small beginnings—nickels and dimes—and the mail-order business in direct marketing would not begin in an avalanche. The difficulties would have to be met as they arose. When houses like Sears Roebuck and Montgomery Ward pronounce a favorable verdict on such a solution of a difficulty it is worth trying. It is doubly worth trying when you consider that living has reached a cost that is extortion to the man of moderate means — 32c. a pound for meat, for instance — and that the farmer, who has food for sale, cannot make a living because he cannot sell that food to pay the cost of labor. Flawless apples at $1.00 a box, for example, did not net the grower 11 cents for 108 apples.

Lubin is worth heeding because he is practical and his plans are workable.

THE FARM MORTGAGE COMING INTO ITS OWN AS AN INVESTMENT

WHEN the European war broke out, only a few far-seeing financiers realized in the slightest degree what the terrible calamity might mean in the way of prosperity to the United States. These were the same men who a year before the war felt the roil of an undertow and turned their assets into cash in a strong box. When the war came, they were ready. When the rest of the world was paralyzed and terrified, they had the cash and the courage behind the cash to plunge into a suspended market and buy at slaughter prices. They were the men who bought Bethlehem Steel at $30 and the U. S. Steel at $40, and sold out at $500 and $75.

But they went deeper than mere stock plunging. These men had their agents in Europe one month after the storm broke — agents for machinery, agents for motors, agents for ammunition and electrical devices, agents for food and food products. When it became apparent that the war was to be decided by machinery, one firm in the United States went out and practically "cornered" lathes. Another got options on huge quantities of wire rope. A third "cornered" a certain type of metal tubing. Others bought brass and copper at a time when financiers were proving that American mining companies were ruined as long as the war lasted. Having bought, they sat back and waited. The profits made by the firm buying the metal tubing — real profit, not paper ones—far transcended anything made in war stocks.

The men who foresaw what the war was going to accomplish for America are to-day shaping their course to a new undercurrent in financial affairs.

Have you noticed lately how all the financial advertizements are giving prominence to farm mortgages?

Why this new featuring of land investments?

Twenty-five years ago the phrase "farm mortgage" was enough to give cold shivers to conservative people. Trusts and loan companies handling the accounting of farm purchases had loaned up to two-thirds of values. I think this condition prevailed from Ontario, Canada, to Mississippi and Missouri. Then there came the furious trek to new Western lands. Eastern holdings fell to half their mortgage face-value. Indeed, throughout the late '80's and early '90's they could not be sold at any price. Loans and trusts found themselves loaded up with white elephants. To make matters worse, just preceding the collapse of '93 the same form of financing overran the booming West like a prairie fire. Many an Eastern investor who had lost savings in local Eastern trusts and loans tried to recoup himself by plunging on these new Western ventures, with the result that when the collapse of '93 came it tied all his available assets up for ten years.

Farm mortgages and land bonds fell into disrepute. Look up the list of such organizations that failed in '93!

Why, then, have the most far-visioned financiers returned to this type of investment?

Because every factor making for the collapse of '93 has been reversed.

There are no more cheap lands to lure to far fields.

Eastern lands are the cheapest they have been in a generation, the cheapest they will be in a generation.

While Western and Middle Western lands are high, they are bound to go higher. They are bound to go higher because they are yielding high rates of interest on the present ruling prices.

Also, while European bonds may fluctuate in value; while, indeed, the bonds of some of the belligerents must ultimately be repudiated from sheer inability of human beings to pay the costs of the war; while every form of foreign investment may be imperiled by war, *land cannot run away*. It can't go up in battle smoke. "Nature ever faithful is to such as trust her faithfulness." If you have the land, come what may in the clash of nations, you have what will feed you and roof you and let you lie down in peace and security.

These are the big elemental reasons for the turning of financiers to land investments; but a peculiar set of circumstances is shaping for the prosperity of the American farm.

We may like the Farm Credits bill or we may dislike it (Myron T. Herrick, who favors farm credits, condemns the bill; so do most of the private trust and loan companies); but the fact remains that *it marks the most important mile-post on the way to farm prosperity in the United States*. Farm mortgages and land bonds are going to have the imprint and backing and sponsorship of Uncle Sam. They will be secure as government bonds or minted gold. The majority of the private companies now doing business may be rated first rank; but to remain doing business in competition with Uncle Sam, *all farm-mortgage companies must rank up in the first class*. When CURRENT OPINION first took up the subject in 1915, furious protests came in denying that any such rates as 12 to 100 per cent. were being charged the farmers. CURRENT OPINION took its figures from a careful government report, and the report was perfectly-correct. In certain sections, these loan-shark rates were being charged. In old conservative sections, such rates were unknown; but now that farm credits are to become a part of Uncle Sam's job, extortionate rates and "kite" companies will surely be wiped out.

This makes for security, for stability, and for standard rates of interest.

The other reason for the dawning change in farm affairs concerns markets—the 35-cent dollar.

At which the cynic may utter a shout. Hah! With the farmer receiving less

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30104

wages or shorter hours; in some cases both.

As long as our abounding prosperity lasts, we can pay the higher wages for the shorter hours, raise the cost of living to meet the higher wages for the shorter hours, and raise the wages to pay the higher cost of living for the higher wages and shorter hours—what the late James J. Hill described as "a fatal spiral" to a peak, from which we might all tumble over a precipice. That is, as long as the war lasts and we are wallowing in prosperity from the misfortunes of others. But when the war stops, what? Wages shoot up, but they cannot come down without causing a riot or a strike.

The extremists say that wages are bound to go up and up, and hours to come down and down, until labor has expropriated capital. Capital says, the minute higher wages and shorter hours destroy returns, industry will be wrecked and ruined. Between these two is a chasm. He who bridges the chasm will avert catastrophe.

The most hopeful phase of the situation is that the most brilliant minds and powerful men of affairs in the country are to-day setting themselves to bridge that chasm. They are setting themselves not theoretically but practically. John D. Rockefeller Jr.'s ten days in the coal mines of Colorado taught him more of the difficulties of industry than a library of books on economics could teach; and it is a pretty good guess that the experiences of Mackenzie King in Canada as a minister of labor were more enlightening to him than his post-graduate courses first in American universities, then abroad. George Perkins, Gompers, Schwab, Warren S. Stone, Cyrus McCormick—all are graduates from practical life rather than university halls; and each is setting himself to the problem.

"It is like this, men," Rockefeller said, addressing the Colorado miners:

"Every corporation is composed of four parties. First, there are the stockholders. They put up the money which pays the wages, builds the plants, operates the business, and they appoint the directors to represent their interests in the corporation. We have, secondly, the directors, whose business it is to see that the chief executive officers of the company are carefully and wisely selected, to plan out its larger and more important policies, particularly its financial policies, and generally to see to it that the company is wisely administered. And, thirdly, we have the officers of the company, whose duty it is to conduct the current operation of the business. While last, but by no means least—for I might just as well have started at the other end—we come to the employees, who contribute their skill and their work.

"Now, the interest of these four parties is a common one. An effort to advance one interest at the expense of any other means loss to all, and when any one of the four parties in this corporation selfishly considers his own interest alone, and is disregardful of the interests of the other three parties, sooner or later disaster must follow. This little table [exhibiting a square table with four legs] illustrates my conception of a corporation; and there are several points in regard to the table to which I want to call your attention. First, you see that it would not be complete unless it had all four sides. Each side is necessary; each side has its own part to play. Now, if you imagine this table cut into quarters, and each quarter separated from the others, what would happen? All of them would fall down, for no one could stand alone, and you would have no table. But when you put the four sides together, you have a useful piece of furniture; you have a table.

"Then, secondly, I call your attention to the fact that these four sides are all perfectly joined together; that is why we have a perfect table. Likewise, if the parties interested in a corporation are not perfectly joined together, harmoniously working together, you have a discordant and unsuccessful corporation.

"Again, you will notice that this table is square. And every corporation to be successful must be on the square — absolutely a square deal for every one of the four parties, and for every man in each of the four parties.

"I call your attention to one more thing—the table is level. Each part supported by its leg is holding up its own side, hence you have a level table. So equal responsibility rests on each one of the four parties united in a corporation.

"When you have a level table, or a corporation that is on the level, you can pile up earnings on it [piling coins on the table]. Now, who gets the first crack at the earnings? You know that we in New York don't. Here comes along the employees, and *first of all they get their wages* [removing some of the coins] every two weeks like clock-work, just what has been agreed on; they get the first chance at the pile. You men come ahead of the president, the officers, the stockholders and directors. You are the first to put a hand into the pile and take out what is agreed shall belong to you. You don't have to wait for your share; you don't have to take any chances about getting it. You know that there has never been a two-weeks' period that you have worked when you have not been able to get your pay from this company; whatever happens, so long as the company is running, you get your pay.

"And *then the officers and superintendents* come along, and they get theirs; they don't get it until after you have gotten yours [removing more coins].

"Then come *the directors*, and they get their directors' fees [removing the balance of the coins] for doing their work in the company.

"And, hello! There is nothing left! There is nothing left! This must be the Colorado Fuel and Iron Company! For never, men, since my father and I became interested in this company as stockholders, some fourteen years ago—never has there been one cent for the common stock. For fourteen years the common stockholder has seen your wages paid to you workers, has seen your salaries paid to you officers, has seen the directors draw their fees, and has not had one cent of return for the money that he has put into this company in order that you men might work and get your wages and salaries. How many men in this room ever heard that fact stated before? Is there a man among you? Well, there are mighty few among the workers who have heard it. What you have been told, what has been heralded from the Atlantic to the Pacific, is that those Rockefeller men in New York, the biggest scoundrels that ever lived, have taken millions of dollars out of this company on account of their stock ownership, have oppressed you men, have cheated you out of your wages, and 'done' you in every way they could. That is the kind of 'dope' you have been getting, and that is what has been spread all over the country. And when that kind of talk was going on, there were disturbances in this part of the country because the four sides of this table were not square and the table was not level. There were those who in the streets of New York and in public gatherings were inciting the crowd to 'shoot John D. Rockefeller, Jr., down like a dog.' That is the way they talked.

"The common stockholders have put $34,000,000 cash into this company in order to make it go, so that you men will get your wages, you officers have your salaries, and the directors get their fees, while *not one cent has ever come back to them in these fourteen years.*"

Mr. Rockefeller did not add, tho he might have added, that from the time the "labor leg" went out from under the table ruin came to the four parts of the table. The result of bridging the chasm between Mr. Rockefeller and the Colorado Iron and Fuel miners was the Industrial Plan, which is being tried out under a new working agreement until 1918. This provides a constitution by which labor and capital bind themselves to abide until they have tried it out. In brief it provides for no reduction of wages, an eight-hour day, half-monthly payments of wages, fixed charges for rent, light, water, fuel, powder, observance of both State and Federal law, no discrimination for or against union labor, and a board of management composed of wage-earners self-elected in conference with the officers of the company. Each district is to have self-elected committees in conference with representatives of the employers. This board of management with its sub-committee will rule in all industrial matters from the location of a bath house to the question of wages. As a final resort, any man may appeal over the heads of his representatives to the president of the company. The Colorado Industrial Plan is nothing more than an attempt to establish constitutional representative government on a small local scale in every industrial center.

Why cannot this plan be adopted to

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30105

settle strikes everywhere? First, I suppose it has not been tried, but chiefly because elsewhere both sides have not suffered so disastrously in strikes as the Colorado people suffered. They have not suffered enough to pool their differences in an agreement. For instance, the agreement establishes the eight-hour day. There is a strike along the New York water front at the time of writing this for a six-hour day. Now, very few capitalists restrict their own labors to an eight-hour day. Perkins, Schwab, McCormick, Farrell, work oftener sixteen hours a day than six; but it is a safe guess that if these dock workers had had such local government, the dispute over time would never have come to a strike.

The most generally known plan to eliminate strikes is profit-sharing. In the United States more than two hundred such plans are being tried; I suppose as many again have been tried and given up as failures. Against profit-sharing plans, organized labor sets its face like flint for reasons given by the head of an engineering society when Sir Christopher Furness' partnership colliery plans were rejected—"profit-sharing would smash the union."

In the words of Gompers, "some employers who have inaugurated systems of so-called profit-sharing have pared down the wages of their employees so that the combined sharing of profits and their wages did not equal the wages of the employees of other companies in the same line of industry."

Says Andrew J. Furuseth of the Seamen's Union: "Profit-sharing is a truce that the employers seldom enter into except with the purpose of holding the wages down. You cannot get any arrangement with the employers unless you are strong enough to compel them to pay."

Warren Stone, Grand Chief of Locomotive Engineers, declares: "I am opposed to profit-sharing, of any kind, under any name. I believe in paying the worker fair wages and allowing him to look after his own interests. All forms of profit-sharing, be they a cash distribution or a bonus or the selling of stock at low rates, are subject to the same abuses. They have a tendency to speed up the worker, and, in addition to that, they make him resigned to work under conditions which otherwise he would not tolerate for a single day. When an employee is induced to invest his savings in stock of the company for which he works, there is brought about a situation the practical result of which is an insurance against strikes."

These objections, oddly enough, miss the cardinal defects in profit-sharing as a modus operandi between employer and employee. Profit-sharing is based on the assumption that the laborer invests his time. The value of his time for a year is pitted against the value of the share-holders' capital, and dividends are paid pro rata. This sounds all right. As Mr. Rockefeller said, one set of men invests money, the other set invests muscle, and both sets of men are entitled to conditions of living to realize the best of life. If the worker cannot sell his services for a single day in the year, that day is as vital a loss to him as money stolen from the capitalist would be to him. It is money stolen from the mouths of the worker's family. John D. Rockefeller was too true and accurate an economist to go on and recommend profit-sharing as a remedy. To begin with, there had been no profits for the Colorado Iron and Fuel Company.

The flaws in profit-sharing schemes are these:

The worker pits his muscle against the capitalist's cash. All right. Muscle is a tangible thing to be sold like the kilowats of electric power; but too often the capitalist's cash is water. In nine corporations out of ten it is forty and fifty per cent. water. If the capitalist is to be paid dividends on water, on what zero is the worker to get his dividends?

Second, how about years when there are no dividends? Capital can consume its own fat and yet live. The worker without a surplus cash cannot consume his own fat and live. This objection held good of all copper mines and 99 per cent. of the factories the last half of 1914.

Third, how about the workman's returns when the corporation goes to smash? In 1915, one-sixth of the railroads in the South were in the hands of receivers. Not less than 200,000 people depended on these railroads for a living.

There is another objection that materialized in United States Steel. Some of the men bought the steel stock low. When the steel rose, it gave the workmen better profit to sell that stock than to hold it.

And yet over 200 concerns in the United States and over 100 in England work prosperously and contentedly under profit-sharing schemes. Over twelve million people in England work under profit-sharing arrangements, and in England the failures in profit-sharing have been 163 out of 299.

The percentage of profits paid in the United States runs all the way from twenty-five per cent. down to one and two per cent. There are concerns like the munition factories, that pay uniformly high wages, and then a percentage ranging, according to length of service, from five per cent. to two-year men to twenty per cent. for fifteen-year men.

Possibly the average profit percentage paid workmen in the United States would be close to ten per cent., closer to 10 per cent. than to 8 per cent.; but this average is brought up by concerns like Bethlehem Steel, which pays very moderate wages and colossal profits, running as high as $100,000 to $600,000 a year to executives who have risen from the ranks within ten years.

Strikes are impending in every section of industrial life in the United States in this the most prosperous era ever known. Whether Rockefeller's industrial scheme be adopted, or a profit-sharing scheme, some plan must be devised to avert the most wasteful luxury of modern industrial life—the stoppage of the wheels.

THOSE "DANGEROUS" FARM CREDITS

NO better example was ever given of how completely citified we have become mentally as a nation than the political and editorial comment on the Farm Credits Bill as it worked its way through the committees.

In a word, we were told that this bill set a dangerous precedent of taking the money out of one class of pockets to subsidize another class of pockets. We were given to understand that "Rube was pilfering us bad." We were going "straight to the bow-wows on socialism" with this bill. Even such staunch old supporters of the Democratic Administration as the New York *Times* read us deadly solemn lectures on "the farmer picking the lock off the national till." Naughty, naughty farmer! He is clearing $300 a year in many sections—the Federal Government figures. And, Rube looks so hayseedly innocent. Let us hold our breath till we *bust* and pray for the rascal's reform!

It's all right for the farmer to pay a tariff of 10 to 60 per cent. out of his pocket into the pocket of the manufacturer on everything he buys—machinery, steel, clothing, leather—but it's awful and "combusting of the constitution" for the farmer to ask tariffs kept on the things he raises to sell, so that he may take a little out of the consumer's pocket and put it in his own. Milk for instance! Free milk means a cent a quart off every quart of milk sold in cities within 48 hours of the Boundary.

It's all right for Uncle Sam's Treasury to come behind the Federal Reserve Banks of the financial centers

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30106

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The Eyrie
Seal Harbor, Maine

July 10, 1916.

"Observer" in Sunday Sentinel June 24, 1916

Dear Sir:

Mr. Rockefeller is wondering if you would not be interested in the enclosed article sent him by Mr. Lee.

Please don't trouble to acknowledge.

Very truly,
J. D. Rockefeller

Mr. W. L. Mackenzie King,
Kingsmere,
Quebec.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30107

oughs. These benefits, however, may be very slow of realization. Secondly, the owners of land would be charged with these benefits. The cost, in turn, would also be considerable."

The work of the committee was not confined to the untaxing of buildings, although that was the principal question considered. At the special request of the mayor an investigation of possible sources of additional revenue was made which resulted in the recommendation either of a state income tax as a substitute for the personal property tax or an abilities tax, composed of a habitation tax, an occupation tax and a salaries tax. As regards a low rate on intangible personalty, the committee came to the conclusion that it would represent a step backward instead of forward, although a small minority reports at length in its favor.

The suggestion of a super-tax on land values was discussed and dismissed by a majority of the committee as even more undesirable from every point of view than the exemption of improvements. Professor Seligman and others, however, vigorously dissent and present the case in favor of a super-tax, to be adopted in lieu of an increment tax on land values, a proposal which is endorsed by a majority of the committee. This latter recommendation is for an annual tax of 1 per cent on all future increases of land values, making the assessed value of the property at the time the law is passed the base from which increments are to be calculated.

Such a tax, it is held, would in time yield a substantial revenue from those best able to pay, without impairing present capital values.

One of the chief objections to the exemption of improvements was that in many sections of the city land values are stationary or falling at the present time, whereas reason and Canadian experience both show that the time to shift the tax burden from buildings to land is when land values are rising and the more rapidly values are rising the easier it is to make the change without disturbance. In a large city like New York values are likely to be rising in some sections and falling in others. Exemption of improvements, however, must apply to all sections alike. The increment tax, therefore, would have the merit of taking for public use a part of any increase in land values without accentuating falling values in other sections of the city.

On the whole, this report is to be considered, as is pointed out by L. A. Tanzer, executive secretary of the committee, "not as a scientific study of the theory of taxation, but rather as the effort of a number of earnest men of ability and experience, differing greatly from each other in temperament and point of view, to find a solution of the vital practical problems with which the city of New York is today confronted."

Industry

DEMOCRACY *in* INDUSTRY

OFFICIALS of the United States Steel Corporation breathed a long sigh of relief when the Westinghouse troubles at Pittsburgh, that at one time threatened to cause a flare-up in the steel industry, died down with scarcely a whisper in the mills of the corporation. There had been a wild demonstration before the Edgar Thomson mills of the Carnegie Steel Company at Braddock, during which three men were killed, but the Carnegie employes remained faithful to their twelve-hour jobs, unmoved by the shouts of "eight hours," that came from the crowd outside.

It was natural that Judge Elbert H. Gary, who as chairman of the board of directors of the United States Steel Corporation is its executive head, should desire to express to the employes officially his appreciation of their loyalty. Neither was it surprising that when he had decided to send them a congratulatory message he should be in a hurry about it. No waiting for the slow process of the United States mails, a telegram was the thing.

But then arose a serious question. The head of a corporation employing over 200,000 men wanted to convey his cordial greetings to some 25,000 of them. How could it be done? It would cost a lot of money to send 25,000 telegrams, and Judge Gary didn't have their names anyway. One can imagine him puzzling over the situation.

"Let's see. Can't I send this telegram to someone in a representative capacity who could receive it for all the others? Hm—what representatives do they have? They are church members, lots of them. Would it do to send it to some priest? Come to think of it, though, some of them must be Protestants. Well, then, some prominent Slavic business man who is recognized as a leader of his people. Most of our employes belong to the Slavic races, I think. I guess I'll ask James about that.

"Come in, James. Our employes in Pittsburgh are all Slavs, aren't they? Poles and Slovaks and races like that? Oh, we have thirty different races in all? And, of course, some of them are Americans!

"I might send a telegram to Senator Oliver. Most of them voted for him, but somehow that doesn't strike me as the thing.

"Great Scott, James, haven't these men got anything in common? Don't they belong to anything? There is something that workingmen belong to—I've heard of it, but I can't think of it this minute. What is it, James?

"Oh, yes. Unions, that's it. Don't our men belong to unions?

"Wait a minute, though. I believe it was unions that we voted to eliminate as soon as we could, back in 1903 soon after we started in business. Of course, our men don't belong to unions. They might have gone on strike if they had belonged to unions and then I wouldn't be sending this telegram.

"I have it. The interests of our men are taken care of and their wants fully understood by the officials of the company in the Pittsburgh office. That's why the men don't need unions. Who could represent the roll hands and heaters and blast furnace tenders better than Judge Reed?"

So it was to Judge Reed, chairman of the board of directors of the Carnegie Steel Company, that Judge Gary, from his office at the headquarters of the United States Steel Corporation, sent the following telegram:

"The Steel Corporation and all its subsidiaries highly appreciate the courage, loyalty and fairness displayed by the employes during the recent labor troubles. They have clearly demonstrated a desire to reciprocate what they believe to be a reasonable attitude on the part of their employers. And they have set an example which will have widespread influence for good. We must never waver in our effort to be considerate and just in our treatment of all questions affecting their welfare. Their interests and ours are mutual and interdependent. I heartily congratulate our local officials on the tact and good judgment shown under the trying difficulties now happily ended."

And there was great joy in the humble home of Tony Andrewkovsky on Furnace Alley, Braddock, Pa.

J. A. F.

RHEUMATISM AN INDUSTRIAL ACCIDENT

A VERDICT in which rheumatism was recognized as an "accident" under the British workmen's compensation act is reported in a London letter to the *Journal of the American Medical Association*. The case was an appeal to the House of Lords from a Scotch Court of Sessions.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30108

demands, and the mayor . . . has made a thorough and impartial study of the subject of taxation upon lands and buildings."

Such were the events which led up to Mayor Mitchel's appointment, in April, 1914, of a committee on taxation to investigate the proposed untaxing of buildings. Prominent advocates of the measure as well as its opponents were named as members. Frederic C. Leubuscher, president of the Society to Lower Rents and Reduce Taxes on Homes and one of the strongest advocates of the proposal, together with some of the ablest single taxers and men with single tax leanings were given a place on the committee. Real estate and other interests affected were well represented. Alfred E. Marling, of the real estate firm of Horace E. Ely and Company, who had appeared against the Herrick-Schaap bill at Albany, was selected by the committee as chairman. Prof. E. R. A. Seligman, the well-known authority on taxation and the leading spokesman of the opponents of the scheme, was made chairman of the Executive Committee and had chief direction of the work. Lawson Purdy, president, and all other members of the city Department of Taxes and Assessments, were included in the membership.

Every shade of opinion was represented and the final report shows, in its numerous minority, dissenting and concurring opinions, that every member was given the fullest opportunity to state his views. After carefully weighing all the arguments and counter arguments the majority of the committee comes to the conclusion that it would be unwise in the city of New York to exempt buildings from taxation. Admitting that as a matter of principle the scheme might promise certain advantages, losses to the community as a whole, under existing economic conditions in New York city would, the majority holds, outweigh any probable gains. A minority report, concurred in by six members, restates all the arguments pro and con and reaches the opposite view of the conclusion to be drawn from the evidence placed before the committee.

STATED in the briefest possible form, these are the questions which the majority answers in the negative with clear and convincing arguments:

(1) Is land so fundamentally different from other species of property as the single taxers claim? Are property in land and income from land so essentially different from other kinds of income and property that from the social and economic point of view a hard and fast line should be drawn between them?

(2) Does private ownership of land result in any real sense in an anti-social monopoly? And, specifically, is there any evidence of the existence of a land monopoly in New York city?

(3) Is speculation in land one of the great evils in modern cities? Are great profits made in speculation in New York real estate? Is such speculation responsible in any special way for congestion and other social and economic evils?

(4) Will the untaxing of buildings lead to appreciably lower rents, increased wages or less unemployment? Will the scheme reduce congestion and encourage the building of small homes in the suburbs instead of tenement houses and flats?

(5) Is it true that everything spent by the municipality ultimately accrues to the advantage of the land-owner and that everyone else pays in higher rents for the benefits he receives from governmental activities?

Not content with merely showing why in its opinion the proposal is undesirable or inexpedient, the majority sets forth various disadvantages which are believed to be inherent in it. (1) It is pointed out, in the first place, that the change proposed would result in confiscation of property and that, too, of a kind of property in which people have been encouraged to invest. Not only would many honest real estate owners be deprived of one-eighth of the capital value of their property, but they would have to pay out more every year in taxes, while to attempt to lessen the injustice by increasing the rate gradually over a term of years "would be like pulling a man's teeth out one by one instead of pulling them all together." This argument, however, is answered without much difficulty by the minority, though nowhere do the advocates of exempting buildings show how any of the increased burden on land is to be made to fall on any but the present owners, nor does it appear to the writer that they anywhere succeed in showing that land speculation will not continue after the change is effected, only on a basis of reduced capital values.

(2) In the second place, the majority agree that the immediate result of the adoption of the scheme would be a great real estate panic, by instantly stopping the lending of money on mortgage and causing existing loans to be called in. To this assertion, the reply is made that the danger of a real estate panic is wholly imaginary.

(3) It is further contended by the majority that the untaxing of buildings would tend to increase the city's expenses, for the reason that if the plan resulted in a more intensive use of valuable land—as both sides agree it would—congestion per acre would be increased and immense sums would have to be expended for breathing spaces and city parks; streets would have to be widened to permit of the increased traffic; fire hazards would be augmented, and in every way the difficulties and the cost of municipal administration would be increased. The possibility that more money might have to be spent in these ways is conceded, but it is claimed, on the other hand, that savings in expense brought about by having a more compact city would offset such increases.

(4) Again, it is pointed out that financial administration would be made more difficult by forcing the tax rate up beyond the constitutional limit and by depressing real estate values to such an extent as to wipe out the small existing margin of the city's debt-incurring capacity. Upon these arguments the majority seems to place but little emphasis and they are easily disposed of by the minority.

(5) As its final argument, the majority contends that New York city, "with its immense vested interests and its delicate relations with the commerce and finance of the entire country" is not a proper place and that the present, of all times, is the very worst in which to try out this experiment. If the plan is to be put into effect at all it should be done on a rising real estate market, where the shock can be absorbed. To all of which the minority's replies, in essence: "Of all times and of all places this time and this city are the most favorable for instituting the change. If the plan is a good one . . . New York's need for it is the greatest, and the present time is the best. . . . While we are all shaken up anyhow is the time to prepare to settle down on right lines if we ever hope to do so."

EVER since this agitation began half a dozen years ago, its spokesmen have pointed to similar measures in effect in other countries, and especially in western Canada, as final proof of their contention. So much had been made of the single tax experiments in these Canadian cities both by advocates and opponents of untaxing buildings, that the committee immediately dispatched Dr. Robert Murray Haig, of Columbia University, to ascertain the facts at first hand in regard to the plan, not only in Canada, but in the few American cities where it has been tried.

Dr. Haig's report, which figured largely in the committee's hearings and deliberations, is a valuable document, containing a full account of the experiments and also much information in regard to the conditions, financial, economic and social, affecting their operation. Later, Dr. Haig was engaged by the committee to study and analyze a large quantity of data taken from the assessment rolls of New York city bearing on the probable effects of the exemption of improvements. In his report on this subject, Dr. Haig found that the plan would produce too great a variety of results to permit of any brief or accurate generalization. "Two conclusions, however," he says, "stand forth very prominently. In the first place, the change promises ultimate benefits of considerable importance to all tenants, and to many of the home owners in the outlying bor-

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30109

115(2)

Kingsmere, Que.,
July 15, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I was much pleased with the article in the July issue of "Current Opinion" on "Strikes", and much amused by Fitch's article on "Democracy in Industry" from the "Survey" of June 24th, both of which articles you have been kind enough to have forwarded on to me.

Though quite different in nature as well as aim, they both show wherein the Plan of Representation adopted by the Fuel Company is being appreciated at its real worth. I was particularly pleased to notice in the "Current Opinion" article that the writer saw in the Plan the beginnings of a scheme of local self-government for the workers, just as Fitch, in his article, has sought to make significant the absence of any form of representation in the industry to which he refers. I am sure that in this matter the foundations have been rightly laid, and that we have a basis on which it is going to be possible to build with a sense of real security as occasion may require and opportunity afford.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

I do not know whether you have ever remarked, but it is interesting to notice, that as respects the Industrial Representation Plan no trade union, either local, international, federal, or other in America, has passed any resolution deprecating the Plan, and that the Industrial Relations Committee has never expressed itself in any openly hostile way with respect to it. The absence of adverse criticism from these sources, and the favorable comments and inferences which are from time to time appearing, as in the articles you have kindly allowed me to see, are pretty good indications of the degree to which its merits are self-evident and have compelled recognition.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30111
117(19)

Kingsmere, Que.,
July 13, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

A few days ago Mr. Lee sent me a clipping from the New York "Call" which contains an article by George P. West quoting a recent decision of the Supreme Court of Colorado which refers, in no uncertain tones, to the intervention by some of the coal companies in Colorado in connection with some State appointment. I enclose a copy of Mr. Lee's letter to me and a copy of my letter to him in acknowledgment.

Not knowing whether he is apprised of your intention to visit Colorado in the fall, I have thought it inadvisable to make any reference to your intended visit in connection with my suggestion that you should be accurately informed as to the decision itself and concerning all the facts which have a bearing upon it.

As this is the year of the Presidential election, it may be advisable, and possibly almost necessary, for you, to make some public statement when you are in Colorado as to the Company's attitude towards interference in the politics of the State. I think, at all events, you should be prepared

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30112
117(19)

to make some such pronouncement either in an interview or on the occasion of some public address.

While it is perfectly natural that Mr. Lee should write Mr. Welborn to get the particulars he has requested, I think both you and he will agree that it would be better, in seeking to ascertain exact information, that you yourself correspond direct with Mr. Welborn. Mr. Welborn will appreciate your so doing, and it will open the way naturally to your going into this matter with him and with other officials of the Company when you visit Colorado in the fall.

There is nothing in the matter as it stands, I think, to occasion any concern. The decision of the Supreme Court clearly relates to something that is in the nature of a legacy from the last election, but the language of the decision, having regard for the character of the tribunal, gives to the matter a significance which will not permit of its being ignored. All circumstances considered, it may prove the part of good fortune that it has come up in the form that it has, and certainly at this particular time.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30113
117(19)

The Eyrie
Seal Harbor, Maine

July 17, 1916.

Dear Mr. King:

Your letter of July 13th, enclosing a copy of Mr. Lee's letter to you of the 6th and your reply of the 13th, is received. On receipt of Mr. Walsh's letter, of which I have asked Mr. Murphy to send you a copy together with other communications in regard thereto, Mr. Murphy telephoned Denver for full information, which will, doubtless, soon be in hand. I am amazed at the opinion of the Supreme Court of Colorado, in so far as fragmentary quotations therefrom have reached me. It is of the utmost importance that we should have all of the facts, but I cannot believe that the situation is other than the last of a deplorable condition, which we have been vigorously contending against since it first became known to us.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30114
114(8)

The Eyrie
Seal Harbor, Maine

July 17, 1916.

Dear Mr. King:

Your letter of June 30th in regard to Mr. Hicks manuscript on Coal Camp Schools was duly received and appreciated. I fully agree with your suggestions. I am sending you herewith the manuscript, with certain changes which I am suggesting, made in black ink. Their purpose has been to avoid,wherever possible, seeming to give credit to the Company for contributions to school interests, and to avoid such reference to schools as seems to indicate that they belonged to the Company rather than to the community. You will also observe several pencil notes made by Mr. Lee, which seem to me improvements. If you do not agree with any of the suggestions which I have made, please so advise me in returning the manuscript, in regard to which I have not as yet written Mr. Hicks. I am also enclosing Mr. Lee's letter to me in regard to the manuscript. This seems to me good. How does

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30115
117(19)

The Eyrie
Seal Harbor, Maine

July 17, 1916.

Dear Mr. King:

When Mr. Welborn was in New York I asked him what he thought about my going to Colorado this fall. His reply was that he did not think it at all necessary. I told him of my earnest desire to do everything possible to insure the permanent success of the Plan of Representation; that I felt the next year or two would either mean success of failure; if I did not go and things went wrong, I should always regret having consulted my convenience in remaining away, rather than the interest of the Company and its employees. Of course, to go means a considerable sacrifice of time, and I would much rather not go, but if there is any probability of my presence being even in a small degree helpful in keeping up the interest of the officers and employees in the plan, and in fostering the growing enthusiam of both for the plan, I should feel that the trip would be worth while.

Looking at the matter from another point of view, could there be any possible harm of my going? Since everything is quiet might it not be an anti-climax to last year and fall rather flat? Of course, were I to make the trip this year it would be far less conspicious than last year. I should hope

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

-2-

that it would not be regarded by the public as anything other that the current tour of inspection by a director or an officer of the Company. I shall be glad to have your very frank opinion on this subject. The one thing to be considered is what will conduce most to the permanent well being of the Company and its employees. Perhaps you will delay your reply until you receive from Mr. Murphy a copy of a decent letter from Mr. Walsh to me, and several communications which followed it.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30117
117(19)

Kingsmere, Que.,
July 21, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I am glad you have asked me to give you very frankly my opinion as to the wisdom of your carrying out the plan of your intended visit to Colorado this fall. Your letter has anticipated an intention on my part either to go and see you, or to write you on this matter. The moment I saw the excerpts from the decision of the Supreme Court of Colorado, I felt that the advisability of your visiting Colorado in September would require reconsideration. Had Mr. Lee not mentioned, in the letter with which he forwarded the cutting from the New York "Call", that he had written Mr. Welborn for exact particulars of the decision, I should, immediately upon the receipt of his letter, have suggested his bringing the cutting at once to your attention. I delayed a few days before suggesting his writing you, in the hope that it would not be necessary to trouble you about the matter until exact particulars were at hand. For the same reason I did not write inviting your attention to the significance of the decision until the time of writing Mr. Lee.

In my opinion, you should abandon, for the present at least, the idea of visiting Colorado this fall. The decision

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30118
117 (19)

of the Supreme Court of Colorado, considered in relation to the possible uses that may be made of it in connection with the forthcoming Presidential elections, introduces the possibility of so many contingencies that unless it were certain the real purpose of your visit would not be misunderstood or frustrated, it were better, I think, it should not be attempted.

It is perfectly apparent that Walsh has from the outset hoped to give a far-reaching political significance to the work of his Committee, and that every phase of its work, in so far as you are concerned, has had this end in view. The decision of the Supreme Court makes it evident that Walsh will seek to focus features of it so as to bear directly upon the results of the forthcoming elections, in the State of Colorado and in other parts of America as well.

Recalling the questions asked by Walsh at the Washington hearings as to dismissal of officers of the Company, and associating these questions with the question asked in his present letter, it is quite clear that Walsh hopes to re-open discussion of conditions in Colorado as they were at the time of the strike and the last election, by pressing for a dismissal of certain of the Company officials. It is evidently Weitzel he is after, as Weitzel is known to be a strong Republican, and one whose position gives him opportunity for the exercise of considerable control. Were you to go to Colorado, Walsh would follow you with communications there. He would demand publicly that as you are in Colorado you review the action of the officers

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

of your Company in the light of the decision of the Supreme Court. Were your visit not followed by dismissals, it would be alleged that you had entirely justified the actions complained of, and that similar conduct on the part of officials might be expected in the forthcoming campaign. It is quite conceivable that the whole purpose of your visit might be deliberately misconstrued as an effort to influence the result of the elections. It would certainly be so construed unless you were most emphatic, in public statements, in denunciation of practices such as the Supreme Court has referred to; and so far as I can see, it would be extremely difficult for you to speak thus publicly in and about the camps of the Company without very great embarrassment.

Personally, I should like to see you go in order that the possibility of recurrences of such practices as the Supreme Court alleges on the part of persons connected with the Company might be safeguarded against by the strongest kind of pronouncement by yourself to officers direct, and I should advise this did I not feel that possibly this end can be served equally effectively in ways which will avoid the dangers I foresee in your going.

My opinion is that as soon as may be convenient after the receipt of the decision and the record, and its careful perusal, you should have a meeting called of the Directors of the Company and that the Board by resolution should in no uncertain tones make known its attitude, as respects the Company's

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

officers or persons directly or indirectly concerned with its affairs utilizing their connection with the Company as a means of furthering the ends of either political party. The resolution should go the lengths of stating that employees should have the greatest possible freedom in the exercise of the franchise and the enjoyment of all rights appertaining thereto. My feeling at the moment is that it would be well for you yourself to request the calling together of the Board, and that when it meets the Board should pass a resolution which can be forwarded to the President of the Company to be transmitted by him at the direction of the Board to all its officers. I think, too, the resolution should be so drawn that it may serve as a protection to the President and officers of the Company in their efforts to withstand the pressure of demands likely to be made upon them. Copies of it might be given to the public and used as a means of replying to communications such as the Walsh Committee are likely to send. Such a resolution of the Board of Directors might even be printed and distributed as a Special Bulletin of the Company.

My feeling is that you have here a very great opportunity, and that you can set an example to the whole nation which will be even more far-reaching in its beneficent effects upon Industrial Relations than the Industrial Representation Plan. A stand taken publicly by your Board against the interference by companies or company officials in elections will bring you

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

more deserved commendation than any other thing you could possibly do. It will effectively prevent the kind of opposition Walsh hopes to arouse, and it would have a wholesome effect upon industry everywhere. This being the year of the Presidential elections, your stand would be favorably commented upon everywhere, and the Colorado Fuel and Iron Company, instead of being, as Walsh hopes, a target for condemnation, would become an example for others to follow. Don't forget that Walsh told me he wrote the campaign literature respecting social justice for the Democratic Party at the last Presidential election, and that he is doubtless preparing similar material for the present campaign. Don't therefore take any chances of delay in this matter, but get the Board on record publicly before the Colorado decision becomes a feature of the elections. The decision of the Supreme Court should be made the obvious reason for the Board's action, and the Board's resolution should be the answer to it wherever it is put forward as illustrating corporation methods.

I have one further thought, and it is, that so far as may be possible it would be well for you personally to avoid communication with Walsh ~~in so far as this may be possible~~. His Committee is not a part of the government of the country. He is doing the very thing which he is accusing others of trying to do, that namely of usurping a function of government itself. You are not responsible to his Committee for any of your actions or decisions, and the country will not expect you to be more than simply civil

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES

CANADA

30122
117(19)

to him. I should be inclined, if he presses correspondence, to take the line that the offences to which the Supreme Court has referred were quite evidently a part of the most unfortunate and regrettable situation created by the strike, and took place during its progress and before it was terminated; that, strongly as you feel about practices of the kind, and determined as is the Colorado Fuel and Iron Company to prevent their recurrence so far as any of its officials are concerned, you feel that the people of Colorado, and indeed the public of America, will not welcome a relighting of the flames of discord, or any effort to revive the hatreds and bitternesses of that conflict, now that these have been all but forgotten, and an epoch of goodwill and prosperity established in the State; that you are quite ready to take up with any official body, either of the federal or state government, any matter of concern to the well-being of the State of Colorado or of any other State in which there may be industries in which you are interested; but that you must respectfully decline to lend yourself, even indirectly by correspondence, to discussing further with persons or bodies other than these, matters in any way connected with a disturbance so remote, and which it is to be hoped may be entirely forgotten.

You might have in mind the further thought, in case it should be required to answer some point, as for example a request for dismissal, (before in Supreme Court) that, unfortunate and serious as are the allegations set forth in the decision of the Supreme Court, it

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

is gratifying to you, as you are sure it must be to Labor and the public generally, to have this further evidence that the judiciary of the country may be depended upon for the upholding of the rights of citizens, and that since it is impossible for you to conceive that the law of the land is not sufficiently broad to bring any offender within its purview, action on your part, or the part of the Company, need not be awaited to secure the enforcement of justice if a wrong has been done by any official.

But to return to your intended visit to Colorado, I do not think you need be concerned about the workings of the Plan. So far as it is concerned, whilst your visit would certainly be a stimulus to all, I doubt if more is necessary just at present than the expectation that you may come at any time. While I do not fear an anti-climax in any immediate visit, I nevertheless feel that the trip of last fall is still very much in the mind of everyone, and that the expressions of opinion that are continually appearing with reference to the Plan are of themselves sufficient to keep the public informed of your continued and abiding interest in the well-being of the Company's employees. For the present it might be sufficient to postpone your visit until after the Presidential elections, simply for the reason that there are existent the aforementioned grounds of misunderstanding or possible frustration of its purpose. If when the Presidential elections are over, everything in the interval has gone smoothly, there would perhaps be justification for postponing the visit until some time next year that may prove convenient.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30124
117(19)

If I should pay the visit to Colorado late in August or early in September which I have all along been contemplating, and while studying the progress of the Plan and ascertaining at first hand information as to its workings in practice, I were to have in mind, as I did before, the political features of the situation, I should be able to see what further steps, if any, it may be necessary to take.

I am already so familiar with different phases of the situation that, were the Board of Directors to take, in the interval, action along the line suggested, and you yourself to write Mr. Welborn, with this decision and the all too evident effort to bring home to you personal responsibility for the actions and misdeeds of others, it should be possible for me in a quiet way to make clear to everyone concerned just what is owing to you, to the Company, and to their own positions. There are no persons connected with the Company with whom I have not already gone very fully into the significance of the political aspect so far as you are concerned, and the decision of the Supreme Court comes only as a confirmation of the opportuneness of opinions and views I expressed in many conversations on the occasion of my first visit.

Were I to go to Colorado in this way, my idea would be to avoid as far as possible any publicity in connection with the visit. I should be inclined while in Denver to put up at the University Club instead of at a hotel, and if impossible

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30125
117(19)

to avoid interviews altogether, simply to say that I was naturally anxious to see something of the practical workings of the Industrial Representation Plan, and at the same time to pay a visit to my brother, who is still in Colorado on account of his health.

Unfortunately, Mr. McGregor has to undergo a surgical operation for a rupture, some time soon. He would have gone into the hospital a month ago, but knowing that I was likely to be absent in Colorado in September and was anxious to complete a part of my studies before going west, he arranged after consulting his physician to delay the operation until the middle or latter part of August. Should your visit be cancelled, my visit to Colorado would, as originally planned, be taken during the period of Mr. McGregor's convalescence.

Let me add only that I feel my judgment, as to the postponement of your visit, to be the sounder in that it cuts diametrically across my own personal wishes in the matter. I have been looking forward with keen delight to sharing the pleasure of this visit with Mrs. Rockefeller and yourself, and my mind has been full of the delightful experiences which I have felt all along we should enjoy from the beginning to the close of the trip. These, however, would be considerably marred were Walsh and his Committee to begin an agitation which might prove embarrassing and, where we see as clearly as we do the possible dangers ahead, "Safety First" and "the avoidance of possible mistakes", may well prove maxims

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30126
117(9)

worth heeding. I should, if I were you, give up immediately the idea of going, and alter your plans accordingly. This is my frank opinion of what I think most in the interest of the Company as well as in your own interests. Should there appear to be need of your going, that in any event would be best known after I had been out and sized up the situation anew. I imagine, however, I can become sufficiently apprised of what may be necessary that a possible visit of one or two gentlemen East will serve quite well any purpose of your going West at the present time.

Yours very sincerely,

W. L. MACKENZIE KING

P. S. - I have destroyed your communications, and shall be obliged if at your convenience you will destroy this.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30127
114(8)

Kingsmere, Que.,
July 21, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I return herewith Mr. Hicks's memorandum with reference to the schools, and Mr. Lee's letter. I have re-read the manuscript and indicated one or two alterations in pencil - at points indicated by a dash in the margin - which I think help to remove any apologetic note which the article contains. I have also noticed the few changes made by yourself, all of which I think are important. The several pencil notes made by Mr. Lee are also improvements.

I think, too, the suggestions contained in Mr. Lee's letter are helpful, although the sentence to the effect that the Company evidently has a very good school system would seem to indicate that Mr. Lee had unconsciously fallen into the attitude of viewing the Company's activities in this connection from a position the opposite of that which it is hoped the article itself will suggest. Mr. Lee would be the first to recognize that the essential feature to bring out is that so far as the Company is in the school business at all, it is simply as a

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

taxpayer, and qua citizen, not qua company. It is not the Company's school system, but the State school system, with which the Company, through the necessity of the situation, co-operates.

It does not seem to me that the article as amended by Mr. Lee and yourself, and as it now stands, is unduly apologetic or unsuited to the constituency it is intended to serve. The additional features Mr. Lee suggests, as, for example, statistics as to the number of schools, camps, pupils, specific amounts of taxes paid, etc., will, however, materially improve the article and make it of greater interest and value to the employees and the public alike.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30129

115(3)

Ottawa, July 22, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

It has occurred to me that you might be interested in seeing the enclosed letter from Mr. R. W. Leonard, President of The Coniagas Mines, Limited. Mr. Leonard is one of the wealthiest citizens of the Dominion and at the time the present Government came into office was appointed Chairman of Transcontinental Railway Commission. It is a pleasure to see that in Canada as well as in the United States the Industrial Representation Plan is being appreciated.

That reminds me that a few days ago I was talking with Sir Edmund Walker, the President of the Canadian Bank of Commerce. Sir Edmund told me he had read the pamphlet through with the greatest interest and regarded it as a most valuable contribution toward better relations between employer and employed on this continent. Sir Edmund is only one of a number of prominent Canadians who at one time or another have spoken to me of the pamphlet.

Yours very sincerely,

W. L. MACKENZIE KING

P.S. Kindly return Mr. Leonard's letter.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

117(23) 30130.15

The Eyrie
Seal Harbor, Maine

July 22, 1916.

Dear Mr. King:

I am enclosing a printed letter taken from a San Francisco paper, which Mr. Welborn has just sent me. It is intensely interesting! What more could we hope for than that under similar conditions ~~that~~ the employees of the Fuel Company should write such a letter to the President of the Company. Such an act on their part would indicate beyond question the permanent and complete success of the Plan of Industrial Representation. I have written the President of this Company for data in regard to the Social and Athletic Club referred to . Please return this clipping when you have finished with it, and destroy this letter of which I am keeping no copy.

Very truly,
John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Kingsmere,
Quebec.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

117(23) 30130.15

The Eyrie
Seal Harbor, Maine

July 22, 1916.

Dear Mr. King:

I am enclosing a printed letter taken from a San Francisco paper, which Mr. Welborn has just sent me. It is intensely interesting! What more could we hope for than that under similar conditions ~~that~~ the employees of the Fuel Company should write such a letter to the President of the Company. Such an act on their part would indicate beyond question the permanent and complete success of the Plan of Industrial Representation. I have written the President of this Company for data in regard to the Social and Athletic Club referred to . Please return this clipping when you have finished with it, and destroy this letter of which I am keeping no copy.

Very truly,
John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Kingsmere,
Quebec.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30131

117(23)

Kingsmere, Que.,
July 28, 1916.

Mr. John D. Rockefeller, Jr.,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I return the printed letter from the San Francisco paper, which came in a recent letter. The communication of the platform men of the United Railroads would be still better if it had not all over the face of it the finger imprints of the Company's solicitor or some similar individual. No workingman ever used the expression, "all and singular", in speaking of conditions of employment which have been found perfectly satisfactory, nor the expression, "in the premises", in referring to his position. Nor does the phrase, "We are privileged to approach", in referring to the relations to officials of the Company, sound like the phraseology of men who are responsible for conducting motor cars.

I shall be pleased to know what information you obtain from the President of the Company in respect of the social and athletic club referred to. To my mind the signed reports of the representatives of the men at the several camps and in the several departments of the Steel Works, are worth much more as testimonials than this particular document. I shall be surprised if it holds good over a long period of time, as it looks to me too much like

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30132
117(23)

a document inspired from above rather than one volunteered from below.

Yours very sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30133

117(19)

The Eyrie
Seal Harbor, Maine

July 24, 1916.

Dear Mr. King:

I am sending you Mr. Murphy's letter of July 20th, with enclosures in regard to the decision of the Supreme Court of Colorado as to the last State election. I am sure this will interest you. I am also enclosing Mr. Welborn's two letters of July 19th, also a telegram dated July 21st. These are all for your information. Please return them to me here at your convenience. Kindly destroy this letter of which I am keeping no copy.

Very truly.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30134
117(19)

The Eyrie
Seal Harbor, Maine

July 25, 1916.

Dear Mr. King:

Your letter of the 21st, enclosing Mr. Hicks' school manuscript and data, is received. Many thanks. Your second letter in regard to my going to Colorado has been read with much interest. I fully agree with all that you say, and will abandon the trip for the early Fall, unless after reading Mr. Murphy's letter and the opinion of the Chief Justice of the Supreme Court of Colorado, which I sent you the other day, you change your opinion. I have sent your letter to Mr. Murphy and have asked him to take steps in my behalf to carry out the programme therein ~~stated~~ suggested. Your visit to Colorado will be most useful, and I am very glad that you feel the interests of your study will make it seem to you wise to go to Colorado this Fall. It will be a source of regret to me not to be there with you, but I shall hope we can go at some later date repeating the pleasant experiences of last summer.

Please tell Mr. MacGreagor that I shall await with interest the receipt of word of the successful outcome of his operation which is one so frequently performed that no slightest risk is attendant thereon. It is unfortunate

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

that the operation is necessary, but I am sure Mr. MacGregor will be greatly benefited thereby.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES

CANADA

30136
116(16)

The Eyrie
Seal Harbor, Maine

July 25, 1916.

Dear Mr. King:

I enclose a letter from the President of the Chautauqua, together with a copy of my reply. Would you not think it a good thing for me to speak at Chautauqua some summer that I might have the opportunity of coming in contact with the large and greatly diversified group of people which gathers there? Please return this letter with your reply.

Very sincerely,
John D. Rockefeller Jr.

Mr. W. L. Mackenzie King.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30137
116(16)

Kingsmere, Que.,
July 28, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I return the letter from the President of the Chautauqua Institution, together with a copy of your reply. I certainly think it would be a good thing for you to speak at Chautauqua, because I think it is a good thing for you to speak wherever and whenever a favorable opportunity presents. The more you come in contact with the people, the better for them and for you.

I should like to see you speak at one or two important Labor gatherings, such as at some convention of the American Federation of Labor, or at some gathering of one of the Railroad Brotherhoods. These first-hand contacts cannot bear other than good fruit.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30138
115(3)

The Eyrie
Seal Harbor, Maine

July 26, 1916.

Dear Mr. King:

I return the letter from Mr. Leonard which you kindly sent me. I assume that you have already forwarded to Mr. Leonard the additional copies of the plan. It is gratifying to know that commendation of the plan reaches you from time to time in Canada.

Very sincerely,
John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Kingsmere,
Quebec.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30139
117(19)

Kingsmere, Que.,
July 27, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I have read with interest and satisfaction Mr. Murphy's letter of July 20th, and the opinion of Chief Justice Gabbert to which it refers.

It is indeed gratifying to have an expression of opinion so definite and comprehensive, and, one might add, so convincing, as that which the judgment of the Chief Justice contains. While this is true, Mr. Murphy's letter and its enclosure only confirm me in the view I expressed as to the wisdom of your abandoning your proposed visit to Colorado at the present time. The situation is as I have supposed and state all along: a matter of politics, and this being the year of the Presidential contest it is most important in your own interests and in the interests of the Company that you should not be drawn into this controversy, which might arouse discussion in political circles. The opinion of the Chief Justice is reassuring, but it does not in the least free you from the embarrassment you would experience if called upon to comment in any way upon the majority decision, which is the decision, of the Supreme Court. You might point out that the

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

Court was divided, but to go further and intimate, as is quite evidently the case, that there were political reasons accounting for the division, would be to be drawn into the very trap which Walsh and his friends are seeking to lay.

It would seem to me almost self-evident, from the nature of the questions asked and expressions used by Walsh at the time of his inquiries in Colorado, New York, and Washington, and a comparison of them with the language of Mr. Justice Scott, that there has been between them from the commencement a pretty definite understanding as to the purpose which these several inquiries were intended to serve. That purpose will not be fully served until the Presidential elections are over, and it seems to me that your wisest course in the interval is to avoid, not any step which might be a wrong one - in your case I am not afraid of that - but any step which by the cunning of malicious men might be misinterpreted.

So my view remains as expressed in my last letter to you, that all things considered you will be avoiding possible embarrassments by postponing your visit, and at the same time that the Company's interests or the success of the Plan are not likely to be in any way prejudiced by your so doing.

Yours sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES

CANADA

P.S. - I attach no significance to the telegram respecting the dynamite explosion on the window-sill of Superintendent O'Neill's house. As you may remember, Superintendent O'Neill is the one superintendent against whom there appears to be some measure of strong personal antipathy. It is quite evidently personal reasons rather than grounds for which the Company is responsible that account for this criminal act.

The remarks of Mother Jones in Trinidad a week or two ago are, as nearly as I am able to recollect, the equivalent of utterances on her part shortly after your visit to Colorado last fall, or at the latest, remarks made early in the spring of this year. Active organization was to commence in a week or two, and President John White and others were to be on hand for the purpose of holding meetings in the Colorado camps. I am not inclined to take seriously very much that Mother Jones says. While she may be an agent of the United Mine Workers, I doubt if President White confides to her his plan of campaign.

I return the enclosures received with your letter, and shall be obliged if you will kindly see that this communication is destroyed.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30142

117(19)

The Eyrie
Seal Harbor, Maine

July 27, 1916.

Dear Mr. King:

I am enclosing a copy of a letter just received from Mr. Welborn, of which I am also sending a copy to Mr. Murphy.. Does it change your views in regard to the desirability of action by the Fuel Board? Mr. Murphy advises me that Walsh's letter to me and my reply was published in "THE CALL" with the following sentence - "It is of great interest to await the Oil King's son's action as promised in his telegram." He also tells me Walsh's letter was published in the New York "WORLD" . I have suggested that he see the editor and give him a copy of the Chief Justice's opinion. No general attention has been paid to these letters.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30143
117(19)

Kingsmere, Que.,
August 1, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I have your letter of the 27th ultimo enclosing copy of letter from Mr. Welborn of the 21st. Knowing the situation as I do, (quite apart from the decision of the Supreme Court) I should strongly advise the Board not failing to take the action I have suggested. You must protect yourself in advance against any - I shall not say repetition - but will say possibility of interference by certain persons connected with the Company in political contests, and using the prestige of the Company in this connection. Besides, the decision of the Supreme Court, notwithstanding its evident unfairness and the dissenting opinion of the Chief Justice, is a decision of the Supreme Court of Colorado and will remain so. I hardly think it would be wise for you to try to offset the opinion of the Court by the dissenting opinion of the Chief Justice, though you are fortunate to have the latter as a defence of the Company's position. I have read the opinions which Mr. Murphy has kindly sent me, and cannot see how Mr. Herrington can say that no reflection has been cast

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30144
117(19)

on the Colorado Fuel and Iron Company in the decision. A reflection most certainly has been cast by the decision; happily it is offset by the opinion of the Chief Justice, but unfortunately the Chief Justice's opinion is not the decision. Admitting, however, that no reflection were cast, and assuming that the opinion of the Chief Justice had been the decision of the Court and that of Mr. Justice Scott a minority opinion, I should have felt just the same, though not quite so strongly, about the wisdom in the protection of your own interests and position of having the Board at this end take advantage of any expression of judicial opinion to get itself on record as to its wishes in the matter of keeping the Company free of all possible political entanglements. The importance of this to the future well-being of the Company and to its vast resources in the State is much greater than can readily be imagined.

The resolution need not be drawn in a manner which will admit of any reflection upon the C. F. & I. Company in the opinion given out, but should intimate that inasmuch as the question of interference in political contests by certain coal companies in Colorado had been recently before the courts of that State, the Directors of the C. F. & I. have felt they should like to take advantage of this occasion to reaffirm in a formal manner the opinion they unanimously entertain, that, etc., etc. Something along this line. Mr. Murphy will be a better judge of the exact phraseology.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30145
117(19)

The use to be made of the resolution should depend on circumstances. It need not be given out till some circumstance calls for it naturally, and it will be all the better if it is not called forth for a month or two after it is passed. But have it there, by all means, as a protection to yourself in case of any question arising as to action if any taken by you in this very matter, and above all as a protection against all possible future contingencies.

I think it advisable, too, that you should write Mr. Welborn, as the President of the Company, the formal letter I suggested, getting your own views and wishes on record.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30146

117(19)

Kingsmere, Que.,
July 28, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I have your letter telling me that you have decided to abandon the trip for the early fall. I think you are acting wisely in this decision. I am glad you have thought well to act on the suggestion to have the Board of Directors of the Company place itself on record with respect to the Company's neutrality in matters of party politics, and the importance of allowing its employees the full and free exercise of their rights with respect to the franchise. In the form in which Mr. Murphy is likely to draw the resolution, it is certain to become a document of far-reaching significance with respect to this phase of industrial relations. In the precedent you are setting you are helping to make industrial history much more rapidly than you can imagine.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. King I think Mr Murphy is right about the unwisdom of you going to Colorado before the Election. I have suggested to him that he go out at once himself to thoroughly investigate this matter. On his return the board could have a special meeting + act with knowledge in any vote it might take. What do you think? Please return

JDRjr

301 47

26 Broadway
New York

July 28, 1916.

Dear Mr. Rockefeller:

Referring to yours of July 25th and to Mr. King's of July 21st, I agree in the feeling that it would be unwise for you to visit Colorado prior to the elections. I am also of opinion, however, that it would be unwise for Mr. King to do so. His presence there would be subject to the same misinterpretation and misrepresentation as yours would be, and it would have the additional disadvantage of involving the Foundation in the criticism. Mr. King suggests the possibility that your visit might be represented as an attempt on your part to influence the election. I think it quite likely that such a misrepresentation of your purpose would be attempted, and this would be most unfortunate. But the same persons who would attempt to misrepresent your purpose in making such a visit would seize with equal avidity the opportunity to misrepresent the purpose of Mr. King's visit, and it would be a thousandfold more unfortunate to have injected into the presidential campaign the allegation that the Rockefeller Foundation was attempting to interfere in national politics. Any investigation which Mr. King might think it necessary to make as to the workings of the Industrial Plan could, so far as I see, be just as well done after the election as before.

I find it somewhat difficult to reach a conclusion as to the suggestion of calling a meeting of the directors to take action with regard to the decision. My examination of the testimony convinces me

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

that our officials did not attempt to interfere with the election or to prevent the free exercise of the right of suffrage on the part of our employees. I do not think we would be justified in taking action which involves criticism of them. On the other hand, a decision has been rendered, and the views of the majority of the court are represented in an opinion which contains very grave charges of misconduct on the part of the coal companies,- ours being included by name, and special reference being made in the opinion to the testimony of Mr. Weitzel. And this is a condition which we may well hesitate in ignoring. On the other hand we have the strong dissenting opinion of the Chief Justice and one of the associate justices, and the fact that the charges in the opinion have attracted practically no public attention. I feel like thinking it over a little further before reaching a definite decision.

It is unfortunate that we are so scattered that we cannot confer on the matter. I am quite clear, however, that if we do have a meeting there should be a full representation of the Colorado men present;-- certainly Mr. Welborn and Mr. Herrington should be there and, in justice to Mr. Weitzel, he should be present and be given an opportunity to be heard. I shall have an opportunity to confer with Mr. Lee, I hope, on Monday, and will write you further.

Very truly yours,

Mr. John D. Rockefeller, Jr.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES

CANADA

30149
117(19)

Kingsmere, Que.,
August 3, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

I agree absolutely with Mr. Murphy and yourself as to the unwisdom of my going to Colorado prior to the elections, and in every way it will be preferable to me to have the visit to Colorado delayed. I should have mentioned this at the time of writing you had September not been fixed upon some time ago for other reasons. I had also considered the possible misrepresentation as to my own visit, but thought that by leaving before the end of August and making the round in the quiet way in which I intimated, I should probably be able to succeed in avoiding publicity, and that the time would be sufficiently far removed from the actual time of the Presidential campaign to avoid association with it. However, Mr. Murphy is entirely right. I was prepared to go because I thought someone ought to, and knowing the situation as I do, I believed that talks with Mr. Welborn and one or two others might perhaps help to avoid mistakes on their part during the campaign, and that I would also be able to bring back a knowledge of the situation which would be helpful to you. But Mr. Murphy's going will more than serve all these purposes,

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

and it is really a relief to my mind to know that you have suggested the step you have and that there is a possibility of Mr. Murphy going to Colorado at once. Two or three times I have mentioned to Mr. McGregor that I wished this trip to Colorado might be delayed until later in the year. It was only my feeling of the necessity of someone on your behalf moving in this matter that made me desirous of going out and of deciding to do this a fortnight earlier than originally contemplated.

I am sure you will be following both your own interests and the interests of the Company if you do not allow the action of the Supreme Court of Colorado to pass unnoticed by the Board of Directors. I have never discussed with you fully the political situation in Colorado, but I think I know it intimately enough to be able to say that the suggestion I have made for some very definite action by the Board was not made without a full appreciation of its need and significance. My experience in politics has taught me something of the relation of politics to industry, and I see the movement that Walsh and others are doing their utmost to shape just as plainly as if their plans were lying open before me. Mr. Murphy's going out to acquaint himself at first hand is an excellent move, and I think you are wise in deferring any resolution of the Board until his return. But that you should get yourself on record in a letter to Mr. Welborn, and that you should see to the resolution of the Board later, I have not the slightest doubt. Mr. Murphy's going to Colorado will give you a good chance to write

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. Welborn in a formal way, if you have not already written him. I think you should say that you have regarded of much importance the possible reflections which such a decision as that of the Supreme Court of Colorado might cast upon the Company in the minds of some, that you are desirous of getting the fullest possible information for the consideration of the Board of Directors concerning it, and that in this connection Mr. Murphy is about to visit Colorado.

You will see from the last letter I wrote you that it is not my thought that the Board should take action which in any way will reflect upon any of the officials of the Company. I have never desired or contemplated this. Under all the circumstances, such a resolution would be neither fair nor just. It is the future I am thinking of, not the past, and it should be possible to frame some expression of opinion that may prove of the very greatest service in the months or years to come. I am sure Mr. Murphy will agree with me in this.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES

CANADA

30152

117(19)

Kingsmere, Que.,
August 3, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

-- I return Mr. Murphy's letter to you enclosing a communication from Mr. Walsh and Mr. Murphy's acknowledgment of the same. The latter is admirable, and is the proper way in which to handle Mr. Walsh. I hope you personally will have no further communication with him, and if Mr. Murphy can in future communications surpass his present reply, he ought to have the chance.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30153

The Eyrie
Seal Harbor, Maine

July 31, 1916.

Dear Mr. King:

I am enclosing herewith a letter from Mr. Welborn with an attached letter from Mr. Weitzel, also copy of a telegram I have just sent Mr. Welborn. Have you any suggestions to make? Please return the enclosure, and destroy this letter of which I am keeping no copy.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30154

NIGHT LETTER.

Seal Harbor, Maine,

July 31, 1916.

Mr. J. F. Welborn, President,
The Colorado Fuel & Iron Company,
DENVER, Col.

Letter July 26th with enclosure received. You have my letter of the early spring to use if you think best. Do you want another and different one? If so, please suggest What .

John D. Rockefeller, Jr.

Filed 4:30 P. M.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL & IRON COMPANY,
DENVER, COLORADO.

J. F. Welborn, President. July 21, 1916.

My dear Mr. Rockefeller:

I have yours of the 17th instant regarding information concerning the decision of the Supreme Court of Colorado in connection with our last State election.

On receipt of Mr. Lee's letter on the subject I talked with Mr. Herrington, who informed me that no reflection had been cast upon our Company in the decision. I asked him to secure full information for me regarding the matter, but before he had completed his investigation Mr. Murphy 'phoned me. I happened on that date to be in Pueblo, and in turn 'phoned to Mr. Herrington requesting him to forward the information as soon as received to Mr. Murphy. On my return to Denver I found that there was nothing I could communicate to Mr. Lee in addition to what Mr. Herrington had forwarded to Mr. Murphy, and I so advised Mr. Lee.

It may be proper to say that this decision came out while I was on my last trip East, and the local papers reporting it that I saw contained no unfavorable reference to us in the whatever in connection with it; neither did I see the reference to us in the radical article which reached Mr. Lee. In course of the trial I saw nothing published and heard nothing which reflected on us, and as I knew we had taken no unfair part in the election in Huerfano County, I had no interest in the proceedings and manifested

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

none by making any inquires.

Should you conclude that the record of the proceedings and the decision of the Supreme Court calls for some public statement, I shall, of course, be glad to assist in obtaining facts for it.

I feel safe in saying that here the decision is looked upon by a very large number as a political one, and has excited no comment, of moment at any rate, unfavorable to us. Recent newspaper reports indicate that the county offices involved in this proceeding have been turned over to the contestants without protest.

I am keeping no copy of this letter and have destroyed yours which it answers.

Yours very truly,

(Signed) J. F. Welborn.

Mr. John D. Rockefeller, Jr.,
Seal Harbor, Maine.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30157

Copy of Telegram.

Denver, Colorado,

August 1, 1916.

John D. Rockefeller, Jr., Esq.,

Seal Harbor, Maine.

Your wire yesterday. Hardly think letter referred to would be effective in present situation. Meeting Sunday referred to in my letter was decidedly more temperate than those previously reported. Our opening of Berwind Club-house Saturday night most successful and particularly in points of attendance. We have been studying matters carefully here as well as in the South and are to have conference here to-morrow with McKinnen, Weitzel and Mattison as to which will wire, making suggestion you propose if thought desirable.

Welborn.

W. L. Mackenzie King Papers

Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30158
117 (19)

Kingsmere, Que.,
August 4, 1916.

Mr. John D. Rockefeller, Jr.,
The Eyre,
Seal Harbor, Maine.

Dear Mr. Rockefeller:

Replying to your letter of the 31st, which I have destroyed, and the enclosures of which I return herewith, and referring at the same time to the telegram received from Seal Harbor last night and which I acknowledged upon receipt, it seems to me that Welborn is proceeding in the right way by visiting the camps, meeting the representatives, and addressing the miners himself. That will enable them to feel that they are sure of an approach to him, and that they know the Company's attitude from an authoritative source.

It is unfortunate that Weitzel did not see the wisdom of having published in the spring the letter and notice that was prepared with so much care in your office. We were proceeding then on the possibility of misrepresentation of the position this fall, and that notice, had it been printed and circulated as you suggested, would have anticipated anything organizers might say, and would have made the position of Welborn and all the others much easier now. I have forgotten the exact wording of the letter and notice, but if they have not been changed from the time I last saw them, which was when they had been approved by Welborn, I should

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

be inclined to advise Welborn printing and circulating them at once, giving the date on which the letter was written. It might be mentioned that the Company had intended publishing the letter at the time of its receipt, but hesitated doing so not wishing to take action on more rumors, but that as the Company has learned of definite statements having been recently made as which are misleading as to the Company's and your position, it has thought it in the interests of its employees and the public that its position should be placed beyond doubt. Translations might be made, and a copy mailed, as was one time spoken of, to each of the employees, and the representatives supplied with additional copies. Welborn and the officers could then use this letter in any of their addresses to the men. It is better, I think, that they should go by, and be protected by, a document you yourself have seen and approved than trust to verbal representations of your position. I doubt if you can improve on the document as drafted, and I should advise against your changing it, without being very sure that grounds have arisen which make a change necessary.

It was apparent to me from the last two paragraphs of Walsh's second letter to you that they had been framed with a view to giving organizers a means of using the Supreme Court decision as a lever for having men join the Union.

All this only makes me the more convinced that it is important the Board of Directors should sound no uncertain note

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

in its resolution as to the rights of the Company's employees with respect to the free exercise of the franchise and all that pertains thereto, and that this should be done with as little delay as possible. The case is parallel to that with respect to the notice re membership and non-membership in the Union. If that notice had been issued the moment that occasion for it was afforded, its value would be immensely enhanced at present, and the use that might be made of it much less embarrassing. A resolution by the Board passed on the eve of an election would lose nine-tenths of its value. It is a pity Welborn had not both your letter and such a resolution of the Board to read to the meetings of the men he addresses. Something is necessary to offset in the minds of the men who will be made acquainted with it, the language of that Supreme Court decision. It is the best weapon organizers can have.

My impression is that most of the organizing is being commenced to political ends, not to bring on a strike, but to have the men brought together where they can be told by their leaders that their hope lies in the ballot. Walsh, in other words, is carrying out his part of the understanding. The government was to stand back of the United Mine Workers, in their trouble, and when the time for the Federal campaign came round the Mine Workers were to deliver the labor vote to the Democratic Party. It is a double-edged sword. Many a union has gone to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

smash on this rock of interfering in politics. I hope the Company officials will not attempt to fight fire with fire, but will follow a strict constitutional procedure in all things, allowing every freedom of speech and assembly, and increasing it if need be by sharing in it themselves. That is a method labor will appreciate and respond to.

I have received a request by wire from New York from Mr. Greene asking me to be there tomorrow to confer with him on an important matter. He wired yesterday afternoon to come down to-day, but the telegram came too late for me to make the necessary train connection. I have sent you a wire letting you know that I shall be at the Harvard Club. I shall try to see Mr. Lee while in New York and also Mr. Murphy, if he has not already left for Colorado.

Yours very sincerely,

W. L. MACKENZIE KING

Please destroy.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30162
117(19)

**Very personal and
strictly confidential**

In the letter I am returning, the writer mentions the names of two gentlemen whom he thinks should be present with Mr. W. at the meeting of the Directors in New York. You know well enough the feelings I entertain toward all the men connected with the Company in Colorado not to mistake my motive in what I am about to say.

The divorce of the Company's affairs from politics has got to be made at this very point. I mean at the point which separates W's name from the others. Whether a decision arrived at by the Board with these gentlemen present and participating, will have the same effect as one which the Board might take independently of them, is something which I think you should consider, not only as concerning the effectiveness of the resolution when passed, but as also as affecting the appreciation of its value should circumstances ever arise when the personnel of those present at the meeting of the Board at the time of its adoption might become a matter of public interest. I do not wish to express a definite opinion at the moment about the wisdom or unwisdom of this additional representation in New York at the time action may be taken. For the present, I only wish to suggest that you give it consideration from the points of view indicated.

Kindly destroy this and regard as entirely between you and me the consideration suggested.

About Aug 4/16

You are at liberty, if you wish, to communicate to the writer above mentioned this or any other view I ever express.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30163

Seal Harbor, Maine,
August 3, 1916.

W. L. Mackenzie King,
Kingsmere, Que.

Following telegram just received from Welborn: (quote) Am going to hold series of meetings at the camps in furtherance of our Plan, and I propose to state that while our Company does not oppose any employees joining any Union, yet we shall steadfastly conform to our practice of dealing with the men directly or through the representatives as provided in our Representation Plan. I feel that I will also be justified in denying correctness of statement attributed by our employees to organizers for the United Mine Workers to the effect that you in conversation with their higher officers have agreed that as soon as majority of our men join the organization that you recognize it. If you approve this course and care to send a telegram to that effect, it will be very helpful." (quote)

What answer do you suggest?

H. L. Martin.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

Kingsmere, Que.,
August 3, 1916

H. L. Martin,
Seal Harbor, Maine.

Suggest as answer to telegram received the following: (quote) Entirely approve course proposed in your telegram just received (end quote).

Replying to letter of July thirty-first received tonight I think telegram sent all right.

Mackenzie King.

W. L. Mackenzie King Papers
Volume 34.

PUBLIC ARCHIVES PUBLIQUES
CANADA

30165

115(15)

Kingsmere, Que.
August 4, 1916.

John D. Rockefeller, Jr.,
Seal Harbor, Maine.

In response to request from Mr. Greene, am leaving for New York this afternoon. Will stay at Harvard Club.

Mackenzie King.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

30166

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

chgd.

Form 1204

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT 821 SIXTH AVENUE, NEAR 46TH ST., NEW YORK ALWAYS OPEN

288NY F 24 BLUE

AUG 5, 1916

SEALHARBOR ME AUG5 1916 1125AM

W L MACKENZIE KING MACKENZIE KING

HARVARD CLUB NEWYORK

0267

GLAD TO HAVE YOU COME HERE FOR A DAY OR

TWO AFTER YOU FINISH IN NEWYORK IF ENTIRELY CONVENIENT OTHERWISE

DO NOT CONSIDER IT

JOHN D ROCKEFELLDER JR

120PM

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Seal Harbor, Maine,

August 11, 1916.

Mr J. F. Welborn, President,
The Colorado Fuel & Iron Company,
Denver, Colorado..

Telegram received. Grateful no serious injury sustained. Perpetrators of this series of crimes must be apprehended at any cost and our employees given every assurance of all possible protection against these obvious efforts at intimidation. Would suggest your communicating immediately with the Attorney General of the State and other proper public authorities offering co-operation of the Company in assisting to bring offenders to justice.

John D. Rockefeller, jr.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30168

chgd.

The Great North Western Telegraph Co.

OF CANADA

FORM 2.

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.

Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER BLANK.

SENT NO.	SENT BY.	REC'D BY.	TIME SENT.	TIME FILED.	CHECK.

Send the following message, subject to the above terms, which are hereby agreed to.

- Copy -

Ottawa, August 14, 1916.

Mr. John D. Rockefeller, Jr.,
Seal Harbor, Maine.

Safely back in Ottawa, but miss you all very much. Shall never forget this happy visit.

Mackenzie King.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30169

August 15, 1916.

Dear Mr. Welborn:

Your letter of August 11th is received. The situation is just what I supposed it was, as indicate in my telegram in reply to yours advising me of the explosion. You have done just what I knew you would do at once, taking steps to provide adequate protection for the Company's employees in the Berwind and Tabasco Camps, as well as in other camps where it may seem to you necessary. Above all things we must have our employees understand that the Company will do everything in its power to assure them adequate protection in the pursuit of their peaceful employment. I am sending you letter to Mr. King, also a copy of your telegram of August 14th.

Very truly,

Mr. J. F. Welborn, President,
The Colorado Fuel & Iron Company,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30170

The Eyrie
Seal Harbor, Maine

August 25, 1916.

Dear Mr. King:

I am glad your father and mother are with you and that they both seem so well. Your decision in regard to going to New York again seems to me to be a wise one.

Mrs. Rockefeller and I greatly enjoyed having you here with us and are glad if the few days spent by the seaside did you good. I much appreciate your solicitude for my good health and your desire and willingness to spare me whereever possible. It is my purpose to make the balance of my stay here as restful as possible.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
KINGSMERE,
Quebec.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30171
117(24)

The Eyrie
Seal Harbor, Maine

August 28, 1916.

Dear Mr. King:

Your letter of August 24th, with enclosures, is received. I enclose a copy of the letter I am to-day sending to the "Walsen Independent". Do you think any steps should be taken to give these resolutions, adopted by the Board, publicity?

I note that you are to see Welborn soon in Chicago, and that things seem to be quieting down in the West. In view of your feeling in regard to the California man seeking an interview, I will do nothing for the present.

Mr. Lee has sent me copies of the statement regarding the settlement of the New York Street Railways strike, but I have not yet had time to read them. If Colorado has been a guide in the development of this plan of settlement it is truly most gratifying, and some day that fact should be known. I wonder if you realized when drafting the Colorado Plan what its far reaching importance might be.

It would be well to send the Fuel School Bulletin to the Foundation and the General Education Board Directors.

I hope Mr. MacGreagor is making good progress, and that he will soon be about again. My warm regards to your father and mother if they are still with you.

Please destroy this letter of whic[illegible]

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. King. Mr. Marston is a Ny banker friend of mine who is largely interested in a coal property in Texas. His letter + Enclosure will interest you. They need not be returned. J.D.R./p

301.72

BLAIR & CO.
24 BROAD STREET.

NEW YORK. September 6, 1916

My dear Mr. Rockefeller:

Having followed you with great interest in your negotiations with non-union miners of Colorado, and believing you are interested in watching operations of union labor, I am sending you enclosed herewith copy of the Thurber Journal which contains proceedings of the Joint Scale Conference of the Texas Miners and Operators.

This case is unique for the reason that the miners must necessarily decide whether they will close the Texas & Pacific coal mines and thereby wipe out a town of seven thousand people, or continue labor at present scale of wage, which wage scale has enabled the employes of the Texas & Pacific Coal Company to develop the best, most prosperous and contented mine community in the United States. This last statement is strong, but it is my candid belief there is not a mining camp anywhere containing as many happy families.

Yours very truly,

Edgar Marston

Mr. John D. Rockefeller, Jr.,
26 Broadway, New York.

(Enclosure.)
TP

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30173

THE THURBER JOURNAL

ESTABLISHED SATURDAY, JULY 26, 1896.

VOL. XVII—NO 40. THURBER, TEXAS, SATURDAY, SEPTEMBER 2, 1916. WHOLE NO. 927

Proceedings of Joint Scale Conference, Texas Miners and Operators, Fort Worth, Tex., Beginning Monday, Aug. 14, 1916

Owing to the fact that matters now confronting the Joint Wage Scale Conference, in session at Fort Worth, affect the very life of Thurber and the welfare of its people, the Proceedings of the Conference are re-published this week, together with an additional report from that body to date. This is done for the purpose of giving those who may have missed last week's article another opportunity of acquainting themselves with the proceedings of the Joint Scale Conference, in their efforts to arrive at a solution of the problem which now confronts us all.

At the session of the Joint Scale Conference of Texas Miners and Operators held at the Worth Hotel, Monday, August 14, 1916, the following proposition was made by the Miners to the Operators as a new wage agreement for the new contractile period.

MINERS' PROPOSITION

"Fort Worth, Texas. Aug. 14, 1916.

"To The Texas Coal Operators,

"Gentlemen:—

"We, the U. M. W. of A. members of the Texas Scale Conference of Operators and Miners herewith respectfully submit the following terms upon which we are desirous of entering into negotiations for a new wage agreement.

"1st. We demand 5 cents per ton on all pick mined coal.

"2nd. We demand 3 cents per ton on all machine mined coal.

"3rd. We demand that all day labor, dead work, yardage and room turning be advanced 5 per cent over existing price.

"4th. We demand that our contract be placed on a mine run basis.

"5th. We demand that this Conference make proper disposition of all arbitrators decisions now in effect, and the methods of settling disputes.

"6th. We demand that this conference give consideration to making changes on local inequalities now existing.

"Respectfully submitted on behalf of the U. M. W. of A. of District No. 21.

"John Wilkinson, Pres. District No 21."

To which proposition Mr. W. K. Gordon, Second Vice-President and General Manager of the Texas & Pacific Coal Company, Thurber, Texas, replied as follows:

MR. GORDON'S REPLY

"Gentlemen:—In reply to your proposition outlining conditions upon which you are desirous of entering into negotiations for a new Wage Agreement, submitted to the Operators this morning I beg to offer the following:

"As regards your demands for an increase of five cents per ton on all pick mined coal, three cents per ton on all machine mined coal, and an increase of 5 per cent on all day labor, dead work, yardage and room turning.

"These increases, if granted, would add fully 15 cents to the ton for producing coal, which increase at this time cannot be obtained by the Operator in the selling price of coal, and, as your Operators are today, and have been during the past 12 months, placing the coal mined by you on the market at a price not sufficient to equal the cost of production, you should readily appreciate how impossible it is for us to continue operating our mines if the cost of production is to be again increased 15 cents per ton, and the market remains stationary, or go downward.

"That you may fully understand and appreciate market conditions as they affect the T. & P. Coal Co., I herewith quote a telegram from the president of that company under date of the 9th, inst.

"Co. New York, Aug. 9th, 1916.

"Mr. W. K. Gordon,

"Thurber, Texas.

"Texas & Pacific Railroad has contracted for two million barrels of oil for three years and all engines running between Fort Worth and Texarkana are to be equipped with oil burners. This will reduce our output for this coming year.

"If the miners demand increased wages thereby advancing the price of coal it means oil burners for Rio Grande Division with the result that our town of Thurber will be wiped out. The future of our town and mines rests entirely in the hands of the citizens of Thurber. You and I have done our best to build up a prosperous community and if miners refuse to co-operate to save Thurber, we shall have to take our medicine and witness the destruction of our attractive settlement.

"This will not only cause a loss to Stockholders of Company, but our miners and the boys and girls in Thurber will have to find homes elsewhere for want of employment. I wonder if our miners realize the present situation. In order to keep going this last year we cut our prices to the Railroad to about cost, and now with increased wages we cannot expect to hold our market in competition with the present increasing output and cheapness of fuel oil. It is a bitter disappointment to me for I have been proud of our organization and the exceptional class of employees who have been with me so many years.

"If the Union representatives entertain any doubt as to my statement, they can easily have it confirmed. Please give them this information that they may act intelligently and know beforehand, what the future has in store for me and for you, and for our organization and for our people, the responsibility for all of which rests entirely with them.

"Edgar L. Marston, 7:45 a. m."

"With these facts before you I sincerely hope that you will give the matter your serious unprejudiced consideration, for much depends upon your decision in the premises; in fact, the very existence of the coal company is at stake, on one hand, while on the other hand, the present homes of your families may be destroyed, should you make a mistake."

MINE RUN BASIS

"The question of the Mine Run system under conditions which exists in the bituminous mines of Texas is out of the question and cannot be seriously considered. In fact, with our thin veins of coal and heavy or thick beds of mining clay the present percentage of slack would be so greatly increased by the Mine Run system that to attempt to operate it on that basis would be ruinous to both yourselves and to us, and, rather than agree to its adoption I will recommend to my people the closing of the mines until such a time as you will appreciate conditions and act sensibly, both as to your own welfare and that of your employers.

"I also find myself wondering what spell of forgetfulness has come over your National Board Member, Sparling, who, less than two years ago, promised us that if we would grant you mine bath houses you would drop the Mine Run Basis for a period of four years. The bath houses are now being built at a heavy expense to us, and even before two years' time has passed you are asking for the Mine Run Basis, despite your promise to bury that question for a period of four years.

"W. K. Gordon."

This communication of Mr. Gordon's was followed by lengthy discussion, the Conference adjourning until the following day, Tuesday, August 15, 1916, when the following counter proposition was submitted to the Miners by the Operators.

OPERATORS' COUNTER PROPOSITION

"Worth Hotel, Fort Worth, Texas,
"August 15, 1916.

"Mr. John Wilkinson, President,
"District No. 21, U. M. W. of A.

"Dear Sir:—

"In reply to the proposition of the miners, submitted to us, of date August 14, 1916, demanding an increase of the price of mining, an increase on all day labor, dead work, yardage and room turning, and demanding that the Contract be placed on a Mine-Run Basis, together with other demands, We, The Texas Bituminous Coal Operators, herewith submit to you the following counter proposition:

"We offer a renewal of the Present Working Agreement which provides the following Scale of Wages for Pick Mining:

"Mining Rate per Ton at	Thurber . . .	$1.32½
" " " " "	Strawn	1.32½
" " " " "	Lyra	1.40
" " " " "	Bridgeport . .	1.56
" " " " "	Newcastle . .	1.15

"And which carries a wage of $3.13 per working day of eight hours for miners digging coal by the day, $2.84 for underground day men, etc., as fully set out in the Scale of the present Working Agreement.

"And carrying prices for Dead Work, Yardage, Room Turning, Brushing and other work, as fully set out in the present Working Agreement.

"We are further willing to such changes in the Working Agreement relating to General Working Conditions, as may be mutually agreed upon, Provided, such changes do not increase the cost of production, and do not decrease the earning capacity of the miners.

"We submit the Coal Mining Industry of Texas cannot stand any increase in the cost of production, for the following reasons:

"As you know, the principal demand for our coal has been and is from the Texas Railroads; some of these roads, including the Texas & Pacific east of Fort Worth, are now burning oil in preference to Texas mined coal for the very evident reason that they consider it, notwithstanding the present high price of oil, a more economical fuel than Texas mined coal even on the basis of present prices and cost of production.

"We further call your attention to the fact that many of the Texas roads are using, in preference to Texas coal, Oklahoma, Arkansas and Kansas coals, which fields are unionized—also coal from the Alabama Field which as is well known, is a non-union district.

"In this connection, we call your attention to the fact that the price per ton for pick mining in the Oklahoma Field at most of the mines is 78c and that the prevailing price in the Arkansas and Eastern Oklahoma Field is 68c per ton for pick mining, the above prices being on a Run-of-Mine basis.

"Should the increase which you are demanding be granted in the Fields above mentioned, the cost of production would still be far below the cost of producing coal in the Texas mines, even under the present scale of prices.

"The price per ton for mining in the non-union field of Alabama, as is well known, runs as low as 37½c, and as stated above, coal from this field comes into active competition with the Texas product.

"It is a further well known fact that the Oklahoma and Arkansas screenings are shipped into North and Central Texas in active competition not only with the screenings from the Texas mines, but also the Texas lump coal.

"In fact, Oklahoma and Arkansas screenings, lignite from the Texas lignite mines which work non-union labor, oil and gas competition, have made it practically impossible for the Texas Bituminous Mine Owners to sell their product to industrial or manufacturing plants in Fort Worth, Dallas or other Texas cities.

"As you well know, some of the smaller Texas union mines have already been practically put out of business by the competition above mentioned, and the others have been forced to sell their coal at actual cost to keep their mines in operation at all.

"The Mine Owners under these circumstances are absolutely unable to grant an increase and continue to sell coal at prevailing prices; and we feel sure that the consumer will not pay the increased price when he can get cheaper coal elsewhere or when he can use lignite, oil or gas in lieu of the coal mined by yourselves.

"Hence, the inevitable result of the increase demanded must be loss of market, a closing down of the remaining mines, a destruction of the Texas Bituminous Coal Industry, the loss of work to your mines and consequent hardship and suffering by them and their families.

"Respectfully submitted,

"TEXAS & PACIFIC COAL CO.,
"W. K. Gordon, 2nd V. P. & G. M.,
"Gomer Gower, Supt. Mines.

"STRAWN COAL CO.,
"E. B. Richie, Vice-President,
"J. H. McClure, General Manager.

"BRIDGEPORT COAL CO.,
"W. H. John, General Manager.

"WISE COUNTY COAL CO.,
"A. J. Clendennan, General Manager,

"BELKNAP COAL CO.,
"W. Fred Nance, Sec'y & G. M."

Following the reading of the above, a Sub-Committee was elected by the Conference, consisting of twelve members, six of whom represented the Miners and six the Operators, which Sub-Committee met on Wednesday the 16th, and finally elected a Special Committee of two, Gus Sparling to represent the Miners and W. K. Gordon representing the Operators, for the purpose of obtaining from the railroads the status of the situation as regards the future and present use of fuel oil on the roads in lieu of coal. The Special

(Continued on Second Page)

PUBLIC ARCHIVES PUBLIQUES CANADA

W. L. Mackenzie King Papers
Volume 34

30174

PROCEEDINGS OF JOINT SCALE CONFERENCE

(Continued From First Page)

Committee obtained the following telegraphic information:

TELEGRAMS

"Fort Worth, Tex., Aug. 16, 1916.
"J. L. Lancaster, Vice-President,
"Texas & Pacific Railway Co.,
"New Orleans, La.

"Will you kindly instruct your Dallas Office to give me present status and future prospects of burning oil on the Texas & Pacific Railroad? I need this information tomorrow in negotiating working agreement with our miners.

"W. K. Gordon."

"New Orleans, La., Aug. 16, 1916.
"W. K. Gordon,
"Worth Hotel, Fort Worth, Texas.

"Wire date, Dallas office not advised as to prospective use of fuel oil, they will advise you in regard to the present. The future use of oil depends entirely on price it is necessary for us to pay for coal. At present prices the dividing line is at Fort Worth, the price of oil is tending downward while the price of coal is increasing.

"J. L. Lancaster,
"V. P. Tex. & Pac. R'y Co."

Dallas, Texas, Aug. 17, 1916.
"W. K. Gordon,
"Worth Hotel, Fort Worth, Texas.

"We have at present six freight and four passenger oil burning locomotives on eastern division also have twelve more engines ordered which will be in oil if present tendency of coal prices to increase prevails. At present prices it is more economical for us to use on eastern division and the margin on western division is very close.

"J. H. Elliott,
"Gen'l Supt. T. P. R'y Co."

The Joint Conference is still in session, and it is hoped by all concerned that an agreement, satisfactory to both Miners and Operators, will eventually be reached.

The afternoon of August 24th, the Special Committee called the Sub-Committee into session and Mr. Sparling briefly outlined the futile efforts of Mr. Gordon and himself to arrive at anything of a definite nature, he suggested however, that a telegram from President Marston to Mr. Gordon, be read, which was as follows:

"New York, 1 p. m., Aug. 23, 1916.
"W. K. Gordon,
"Thurber, Texas.

"The company has presented the real situation to its employes. If they are so blind to real situation it is up to us to protect them against their own action. To increase the price of coal to railroad means suicide and I would rather for the protection of our miners refuse to pay the increase demanded by them and have cessation of work than to have miners say to us afterwards that had they known results that would follow they would not have insisted on their terms. We have given them full information and they should co-operate with us to save our joint interests. It is a situation over which we have no control. We cannot expect railroad to pay more for its fuel favoring coal in preference to fuel oil.

"Edgar L. Marston, 2:55 p. m."

Mr. Gordon then took the floor and briefly outlined the situation as he saw it, again calling attention to the fact that the railroads are already burning oil on the Eastern Division, and in his opinion, if the price of coal advances, the use of oil will be extended west of Fort Worth.

Mr. Gordon further stated that he wanted every man, woman and child in Thurber to be advised of the situation, and in an effort to accomplish this, submitted the following, which he said would be published in the Thurber Journal, Saturday, August 26th.

"Fort Worth, Tex., Aug. 24, 1916.
"To the Representatives of the Miners on the Joint Scale Conference:
"Gentlemen:—

"We have conscientiously, and with the utmost candor, endeavored to convince you of the serious situation confronting the Texas Bituminous Coal Operators at the present time.

"We have—over the signatures of presidents and other high officials of the Coal Companies, presented the facts to you. We have—over the signatures of presidents and other high officials of patron railroads outlined to you the facts that fuel Oil is being burned on our railroads, and that its further use will follow if the price of coal advances.

"We have shown you over the signatures of the Operators who are here present and who are members of the Joint Scale Conference, that any increase in mining rates, day wage, yardage and dead work scales at this time means the loss of fuel contracts, followed by continuous slack work and eventually the closing down of the remaining Bituminous Coal Mines.

"We have offered to assist you in every possible way, even agreeing to bear your expenses if you would visit the railroad offices and learn for yourselves the actual market conditions, thereby satisfying yourselves, as well as your constituents, as to actual market conditions, and the correctness of our statements submitted during the session of this Convention.

"You have met these appeals with your original demand for increases in all branches of labor used in producing coal—You are unwilling to consider the actual market conditions—You do not consider the effect your demands would have on your own employment, neither do you consider the effect they would have on our investments.

"Can it be posssible that your Organization in its greed for ever increasing wages has become so calloused and so blinded that it cannot see "The Handwriting on the Wall," which in this instance spells destruction—destruction to your homes and your employment and destruction to the Bituminous Operator's properties in Texas.

"If your Organization will not see (and there are none so blind as those who will not see) and, despite the loss of our contracts, the closing of our mines and the loss of your employment and the breaking up of your homes, still persists in demanding its "pound of flesh"—the impossible—then, gentlemen, this Organizations of yours no longer stands for "Live and let Live"—but in its blind greed for gain has placed this motto, which means fairness and justice to all, behind it, and in addition to doing this, in demanding that which it should not and cannot obtain, forfeits its right to the good will and hearty co-operation which it has enjoyed from the Texas Operators during the past 13 years.

"On the other hand—gentlemen, so long as your policy is "To Live and let Live" and you give us your co-operation in meeting the common enemy—fuel Oil and other competition, then, so far as the Texas & Pacific Coal Company is concerned, you will continue to have our good will and hearty co-operation.

"It is for you to choose.

(Signed) "W. K. Gordon."

Judge Ritchie of the Strawn Coal Mining Company then made the following statement:

"Fort Worth, Tex., Aug. 24, 1916.
"To the Representatives of the Miners on the Joint Scale Conference.
"Gentlemen:—

"We have candidly and fairly placed before you the facts as to the serious and critical condition of the coal industry of Texas.

"Competition is so strong, especially from fuel Oil, that the Operators have been already forced to cut the price of coal to the railroads to a point where there is little or no profit, but it was either cut the price or let the mines lie idle.

"The Strawn Coal Company, has operated its mines only about half the time for more than a year past, because we couldn't sell the coal to the roads at a price which was equal to what it has been costing us to produce it. The business was offered us, but we were forced to decline it at the price offered.

"To keep from having to shut the mines down entirely we have been, and are, selling coal at a reduced price, though there has all along been more or less increase in the cost of production. We are selling coal to the railroads today for considerably less than the price two years ago, four years ago, or six years ago.

"Any increase at this time will make the cost of production actually exceed the selling price. There can be but one result of such a condition.

"The roads will not pay more for coal when they can get cheaper fuels elsewhere.

"It is not so much a question of whether the men feel that they are entitled to the increase asked for; it is simply whether the business will stand it.

"Our interests are mutual. Our inability to sell the coal at an increased price could have but one result, should the increase be granted the men; idle mines and little or no work. We think reasonably good running at present fair rate of wages is infinitely better for the men and their families than a suspension of work, or more slack work.

"It wont do to say that conditions are not so bad as we picture them. With more of the Texas roads going to Oil, with the Texas & Pacific burning Oil East of Fort Worth already, and with the positive statement of officials of that road that they will not pay more for coal, even on the Western Division, any person of intelligence can see the disastrous result of an attempt to increase the price at this time.

"The commercial coal sold from the Strawn Mines would not be sufficient to run the mines three weeks in the entire year. If the railroads market is lost, all is lost.

"Should we attempt to pay the miners the 5 per cent increase demanded and the mines should lie idle only a iew additional days, they would be no better off. Should the slack time be largely increased, which would be the inevitable result, both the miners and the company would be the loser. Indeed it is doubt ful if after a time there would be enough business to justify an attempt to operate the mines at all.

"We are willing to do everything in our power to keep the mines at Strawn and Lyra running and give the men steady employment at good wages; but an increase in wages, and cost of production, with the selling price of coal the worst in the history of the mines, should not be expected. It should rather behoove us all to stand together and co-operate in the effort to save the coal business from the worst condition we have had to face in the history of Texas coal mining.

"Our interests are mutual; we must stand or fall together. Good business at the mines means plenty of work; loss of market means loss of work.

"We consider the situation nothing short of desperate, and only the wise and combined action of all of us can save us from the common calamity which threatens us.

"If any unwise action at this time should result in our customer railroads, equipping their engines with Oil burners, then, it would be irretreivably too late to take any action that would save the coal industry of Texas.

"Strawn Coal Company."

Mr. John, of Bridgeport, also made an argument, outlining with much force, how the use of fuel oil on the Rock Island Railroad had affected Bridgeport, predicting that a similar situation would result at Thurber and Strawn if the miners and operators do not co-operate in keeping fuel oil off the Texas & Pacific.

Messrs. Sparling, Strongman, Hobbs, Rosatto and other of the Miners' Scale Committee took issue with the operators, arguing that in as much as they were receiving increases throughout the balance of the country, Texas should also pay the advance. Mr. Sparling hoped the cloud of depression which had come over the operators has yet a silver lining.

"The meeting then resolved itself into a general discussion of the situation, and adjourned until nine o'clock Friday morning, for the purpose of continuing negotations.

Upon the Joint Scale Conference reconvening at Fort Worth, August 28th, Mr. Gordon submitted the following telegram from Mr. Marston:

"T 132- DA CB 89-
"Co. New York, N. Y., 11:55 a. m., Aug. 28, 1916.
"W. K. Gordon, Vice-President,
"Texas & Pacific Coal Co., Ft. Worth, Tex.

"The following letter from Hayes, acting President: I would have no authority to waive the advance provided for in the New York agreement and which has been granted in practically every mining district of the country. If the Texas miners themselves in convention assembled agree to the facts you present they would have the right to negotiate a scale that would best meet the economic conditions referred to in your letter. I sincerely hope an amicable agreement will be reached between your company and the officials of District Twenty-one.

"Edgar L. Marston, 11:32 a. m."

A general discussion followed, and an adjournment was taken until the morning of August 29th. At the session of August 29th, Mr. Gordon submitted the following telegram from Mr. Marston:

"New York, 3:32 p. m., August 29, 1916.
"W. K. Gordon, Vice-President,
"Texas & Pacific Coal Co., Fort Worth, Texas.

"Am surprised in view of statement made to the miners, that they do not realize their position. While I am not willing to do business at a loss, the present situation is not a question of losing money, it is a question whether the citizens of Thurber wish to close the mines.

"I would love to say to the miners, we grant your wishes, but, to do this would mean the adoption of fuel oil by the railroads, and the miners know we cannot mine coal if we have no market.

"I refuse to agree to something I know means a complete shutout of our miners from work. The leaders of the miners must assume the full responsibility and it is a matter for them to decide whether Thurber remains on the map. We have given them the facts.

"Edgar L. Marston, 3:40 p. m."

After a general discussion, the Operators submitted the following proposition to the Miners:

"Fort Worth, Texas, August 29, 1916.
"To the Miners' Representatives of the U. M. W. of A. in Joint Conference:
"Gentlemen:—

"We have set before you fully, and fairly, and candidly the economic conditions regarding the coal industry in Texas at present, we have shown you with a clearness that should appeal to any reasonable man, how impossible it is to increase the cost of producing coal at this time, without displacing it as railroad fuel and working irreparable injury to both the miners and operators of Texas.

"Your only answer has been to tell us that you were only authorized to settle on a basis of an advance, in line with the national demands—we cannot believe that your great organization stands for the deliberate wrecking of the coal industry of Texas, We therefore propose—

"That you adopt the suggestion of your Acting International President, Mr. Hayes, and hold a convention to empower you to negotiate a contract in accordance with market and economic conditions.

"We propose further—

"That we mutually agree to extend the life of the pres-

(Continued on Last Page)

PUBLIC ARCHIVES PUBLIQUES CANADA
W. L. Mackenzie King Papers
Volume 34

30175

PUBLIC ARCHIVES PUBLIQUES
CANADA
W. L. Mackenzie King Papers
Volume 34

MEETING TO CLOSE SUNDAY NIGHT

Rev. John V. McCall, of Hillsboro, has been preaching some interesting sermons at the Presbyterian church this week, and quite a lot of interest has been manifested. Three or four members have been added, and others are expected before the meeting closes Sunday night.

Mr. McCall was pastor of the Thurber church some twenty years ago, and his visit at this time may be termed more of a home-coming, to see old-time friends. He is being assisted in the meeting by the pastor, Rev. Sansom, and Rev. Owens of Strawn.

In scanning the papers of Erath county it is surprising how many people are undergoing operations from one cause and another, but principally appendicitis. Eight victims and eligibles of the operating table were counted in one issue this week. The assertion that the average life of humanity is nearer thirty than seventy years seems well founded. Statistics say 300,000 babies die annually under one year of age, but another set of figures says that more than that number of people die between the ages of 30 and 40 years. Come to think of it, humanity isn't built for much wear and tear before the repair shop is resorted to.

Greatest living curosities in the world in the Ten-In-One animal show.

$39.50 was raised this week by subscriptions for the relief of Buckner's Orphan Home at Dallas. A committee was appointed by the Baptist church to take offerings, and Mr. J. T. Duke, who handled a list for the church and one for the general public reports as follows: Donated by the church, $18.50; by the public, $21.00.

Chaema Gorilla. Most intelligent animal alive, the only and last chance you will ever have to see one. Now in animal show at picnic grounds. A living curiosity.

A WONDERFUL PRODUCT

That new shipment of Turkish Harem Coffee at the Grocery Store is a wonder. Its strength is not alone confined to the coffee-pot. If it were a favorite flower of the garden its fragrance would not be enhanced so far as strength is concerned. A supply was obtained just previous to writing this article, and as it rests in a corner of the office its fragrance seems to grow the more we say about it, and perchance we can divert a few whiffs to you in this article. Anyway, it will pay to try this brand, before it is all gone.

NEW BOOKS AT MARSTON HALL

A number of books recently ordered for Marston Hall Library have been received, and are now ready for distribution. Among them are some splendid books for girls.

SECHRIST STUDIO SPECIALS

Am now prepared to make Post Card pictures at $1.25 dozen. Photographs in proportion. Pictures made day or night.—Sechrist's Photo Studio.

DO YOU KNOW?
THE
Thurber Opera House

Is showing a good up-to-date well balanced program every night. Bring the folks and come tonight and you will come again often. Just the place to spend an hour and a half in a pleasant and instructive way. You will see all the Universal Stars who appear here regularly.

COME AND SEE

Grace Cunard	*Francis Ford*
Cleo Madison	*J. Warren Kerrigan*
May Fuller	*King Baggot*
Myrtle Gonzales	*Rupert Julian*
Marcia Moore	*Ben Wilson*
Elsie Jane Wilson	*Eddie Polo*
Billie Rhodes	*Eddie Lyons*
Betty Compson	*Lee Moran*
Marie Walcamp	*Val Paul*

And many others, also
Juanita Hansen and Thomas Chattenton

EVERY WEDNESDAY IN
Secret of the Submarine
5 and 10 cents

GOOD RAINS HELP WONDERFULLY

Without much ado clouds materialized Thursday and Thursday night bringing the best rain that has fallen here since June 27th. Beginning in the afternoon, rain fell intermitently up to a late hour Thursday night, the total precipitation being 1.22 inches. Previous to this, inclusive of showers of small proportions, hardly a half an inch of rain has fallen since June.

Also on Friday afternoon heavy showers materialized, the rainfall amounting to .77 inches.

Much satisfaction is heard from different sources, cattlemen are chuckling over the fact that stock water will be more plentiful, the farmer is rejoicing over the many ways he can use this rain to good advantage, and all the way round Erath county is helped wonderfully.

TO BEGIN VIOLIN CLASS SEPTEMBER 18

Miss Anna Paullin requests the Journal to announce that she will return to Thurber on Saturday, September 16, preparatory to resuming her classes in violin on Monday following.

SPECIAL COMMITTEES' REPORT

Special to the News:

Fort Worth, Texas, Aug. 18, 1916.—The Conference over the wage scale of the 21st District will be resumed here tomorrow by representatives of the miners union and of the mine operators.

At that time the report of the special committee of two will be made to the sub-committee of twelve.

This report will be to the effect that railroads that now consume 90 per cent of the Texas coal output have already begun to use oil as fuel, and that the tendency is to increase its use.

The opinion has been expressed that any effort to increase the price of coal will increase the use of oil.

The miners have asked for wage increase on all kinds of work.

In a counter demsnd the mine operators have asked that the wage scale remain at the present limit, and any wage increase will increase the price of coal and then cause it to be abandoned as a fuel for railroad engines.

LOCAL UNION DIRECTORY

Trades Council, Tom M[illegible], secretary and treasurer, meets on second and fourth Thursdays, at 7 p. m.

U. M. W. of A., L. U. No. 2[illegible]8, Ed Autrey, secretary, meets every Monday at 7:30 p. m.

U. M. W. of A., L. U. No. 2763, Lee Americo, secretary, meets every Friday at 6:30 p. m.

Brick Workers, L. U. No. 153, John Hatfield, secretary, meets every Tuesday at 6:30 p. m.

Retail Clerks, L. U. No. 794, H. C. Poyner, secretary, meets on second and fourth Wednesdays at 7:30 p. m.

Federal Labor Union No. 11449, W. J. Cantwell, secretary meets on first and third Mondays at 7 p. m.

Teamsters, L. U. No. 697, J. P. Kitchens, secretary, meets every Wednesday at 7:30 p. m.

Boiler Firemen, L. U. No. 248, A. C. Hull, secretary, meets on first and thrid Saturdays at 7 p. m.

Carpenters, L. U. No. 729, T. E. Judon, secretary, meets every Wednesday at 7 p. m.

Blacksmiths Local Union, John Terbet, secretary, meets on first and third Fridays at 7 p. m.

Meat Cutters, L. U. No. 374, F. H. Keown, secretary, meets on first and third Thursdays at 7 p. m.

FOR SALE—One span of mules, wagon and harness; in good condition. $150.00. See John Morgan, House No. 248.

The soaring price of American wheat ought to be arrested. It has no aviation license.

"Culberson Sweeps Texas," proclaimed a headline the morning after. And it was a clean sweep, even if it wasn't a new broom.

Speaking of walk-outs, the one Lieutenant Robert Fay, convicted bomb plotter, put over the guards at the Atlanta federal prison the other day, was accomplished without a strike. Can you beat it?

A rising young statesman loses out sometimes because he fails to rise to the occasion.

If the Kaiser really wants to quiet the Rumanians he might have Bulgaria give them Kastoria.

The old fashioned dance is said to be coming back. Which is another way of saying that madness is not always incurable and that lunatics some times recover as soon as the craze is over.

The most effective insurance against worry is to be too busy in the day time and too sleepy at night.

A hint to busy-bodies: The best way to help the other fellow attend to his business is to attend to your own.

Some folks will not be convinced that conditions are normal in Mexico until mining stock with a $10.00 par value is offered for 10 cents a share.

Steady Your Nerves With
GOOD COFFEE

A new Coffee, designed to do the work effectively, and Coffee that is Coffee, is found in the new brand at the Grocery Store, known as Turkish Harem. This is meeting public favor and a trial convinces one of its superiority. Sold in bulk, 3 pounds for $1.00.

OTHER COFFES:

Coffee in pails, with premium, 90c pail.

Daisy Belle, in the Bean, Coffee good enough for any one, and a product we can recommend, 25c pound.

Birth Day Coffee, in bulk—a good Coffee for the trade, only 15c pound.

Green Coffee—Santos.

Green Coffee, Peaberry—Santos.

WEDDING BREAKFAST—The best grade of Coffee that ever hit the town. It advertises itself.

TUN JA, Steel cut.

Chase & Sanborn's, in 1 pound papers.

Yuban Coffee, ground, a brand that stands the test.

Get your Coffee at the Busy Corner—

The Grocery Store

HUCKABAY LOCALS

Aug. 31.—The Methodist meeting is progressing nicely. Revs. C. E. Wheat of DeVine and G. L. Clark of Fort Worth are doing the preaching.

Rev. T. L. Nipp and County Missionary T. C. Jordan closed a good meeting at Mt. Pleasant on last Sunday.

Mrs. Tiny Jones of Merkel spent last week here with Mr. and Mrs. W. W. Jones.

Mrs. M. E. Harrison returned Wednesday from a short visit to her daughter at Rising Star.

Misses Bessie Cox and Ruth Hale of Unity attended the meeting at Mt. Pleasant last week.

J. S. Watson has returned from a pleasant visit in Hill county.

Dave Milam and family of near Stephenville spent Sunday with J. C. Hilland and wife.

Mr. Tom White and Miss Nora Keahey surprised a number of their friends Wednesday at 10 o'clock when Rev. Connel drove to the bride's home and tied the nuptial knot and pronounced them man and wife.

Mrs. J. E. Morton of Greens Creek is visiting friends here and attending the M. E. meeting.

Walter Jones and family and Mrs. Tiny Jones of Merkel were seeing the sights in Thurber Monday.

Grover Garland and family of Graford came in Wednesday to visit Mrs. Garland's sister, Mrs. C. H. Judon.

S. S. and H. G. White, with their families, left the first of the week for an extended trip to West Texas.

Early Judon and family of Thurber visited in this community Sunday, guests of Mr. and Mrs. Chas. H. Judon.

Mrs. Emma Guthrie is spending the week with her sister, Mrs. Woodward, near Pigeon.

Rev. G. L. Clark of Fort Worth is visiting friends here, but has been confined to his bed most of the week.

The two-year-old daughter of Mr. and Mrs. J. O. Sones suffered a severe attack of indigestion on Saturday, but is reported out of danger at this time.

E. L. Winn and family of Dallas are here for a visit to relatives.

Cisero Wheat and family and R. L. Thompson of Stephenville attended church here Sunday.

Prof. Luther Kelly has secured a good positiou in the Lorenza school, and will leave this week, preparatory to beginning school next Monday.

W. L. Hunt and family spent Sunday at Liberty, guests of Mr. and Mrs. J. B. Moring.

Captain Koenig, of Deutschland fame, has had an honorary degree conferred upon him by the University at Hall, Germany. Can it be Doctor of Divinity?

DENTIST
Dr. J. E. Robertson
Has moved his Dental Office into the New Post Office Building. Come Now and have your teeth examined and work done. : : : :
ALL WORK GUARANTEED

30176

THE THURBER JOURNAL

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One thing of national importance, which has been worrying a Democratic president, has been decisively settled. The suffragist party is clinging to Mr. Hughes simply because he expressed himself personally in favor of national legislation in their behalf, notwithstanding his party is decidedly opposed to it. Should Mr. Wilson be re-elected the suffragettes will have little encouragement to press their claims, and what is more, Democratic leaders of woman suffrage faith will necessarily have to go slow or else they will be branded as Republicans—like some who recently tried to get elected on a Democratic ticket.

Of course Texas wants a farm loan bank—maybe two of them! There is more land and better land waiting for capital to develop it in the lone star state than in any other section of the United States. A noted agriculturalist expert made the statement recently, in comparing the productivity of the soil of Texas with that of California, where farm land is selling as high as a thousand dollars an acre, that if any difference, Texas has the advantage, and all that is needed to make the South Texas fruit belt rival that of the famous Sacramento Valley is development and a perfected marketing system. The land loan banks will furnish the capital and it is up to the producers to perfect the organization and come into their own.

In explaining his defeat, Mr. Colquitt infers that the politicians of the Republican party by their interviews and statements, one way and another, helped to elect Mr. Culberson. It is true that newspapers over the country, particularly those of Republican type, were predicting Colquitt's election, and were only hoping it to be a fact so they could herald it over the continent as presidential campaign dope. All the while this was being done, however, Mr. Colquitt was traversing the State of Texas, strenuously trying to convince the people of everything except that he wasn't a Republican. He was willing to ride into a Democratic office by the aid of the German-American and Republican vote, to which he especially catered, and when he charges his defeat up thusly, he verifies a whole truth. Next time he seeks office in Texas he should appeal to the Democracy of the people, even if he has to follow Joe Bailey's plan of telling why he is a Democrat every time he gets on the stump.

The Madero family, granted amnesty by the Carranza government along with other political refugees, will return to Mexico and their former estates at once, says a news dispatch. Gradually and with studied carefulness Carranza seems to be establishing the semblance of order in his latitude. At the outset few believed him capable of exerting any sort of strong control over the situation. Practically every one made the mistake, however, of underestimating tremendous disadvantanges under which he had to labor, and called him weak because he did not accomplish the impossible in a short while, namely, the complete restoration of peace and the establishment of a stable government. When one goes deeper into an anylitical study of the complexities of the situation, the wonder is that Carranza has been able to make any headway at all in the face of all the intrigue, factional prejudice and dense ignorance among his people. In the light of recent developments he is rapidly regaining the confidence and admiration of those who were most bitter in their former criticisms.

Temple had rather an unusual experience the other day when she was playing host to 45 carloads of California wines being shipped thru on the Sante Fe. Six cars had to be left in the yards as the engine capacity was not great enough to handle the whole number in a single train. Be it said to the everlasting credit of the dry citizens of Temple, however, not a single seal on any of the doors was broken. We'd hate to say what might have happened had the scene been staged in Thurber.

Somebody said that was all bull about sixteen cent cotton!

When Republican McGregor of Texas let loose his bazoo in Washington last week to the effect that Hughes stands a good chance to carry Texas in November he spoke much about things he knew little. Two recent defeats of Democratic candidates of his build ought to suffice to bring him to his senses enough that he will make one conservative statement before the presidential election is over, anyway.

The British king has just completed a tour of inspection of the entire fighting front in the west. About the same time, Emperor Wilhelm was performing the identical function on his side of the barbed wire entanglements and weeping because he was not permitted to strike a blow at the enemies of the fatherland. Too bad so much secrecy attended the visits of both these monarchs. Otherwise they might have gotten together and pulled off a battle royal on their own account.

About 70 per cent of the Americans caught in Europe at the outbreak of the war two years ago, and helped out of the danger zone by their government have displayed their gratitude by reimbursing the treasury. The Comptroller feels he has waited a decently long time for the others to come across and has decided to use the remainder of the fund to bring suit against delinquents. No better use could perhaps be found for the fund than to expend it in teaching a lesson to certain unappeciative citizens.

An able public servant was lost to the State of Texas when John S. Patterson, State Commissioner of Banking and Insurance, was shot down in the discharge of his official duties. Since his appointment to office he has been diligent in carrying out a distinctly constructive program with regard to the banking and insurance business in Texas and had he been permitted to live and carry out his proposed reforms fully, his influence would have made itself felt very strongly to the good of the State.

Fifteen of the countries of Europe have now entered the arena of war. Only seven remain neutral—that is, they retain a nominal neutrality. Rumania, who has long been standing by in momentary preparedness, evidently thinks the hour has arrived when she can cast her fortune with the allies with a reasonable hope of success. She has never been entirely neutral, because, with the smaller states interwoven as their destinies always have been with the more powerful nations, absolute neutrality is an impossibility. Sooner or later, if the war continues much longer, every nation in Europe, with the possible exception of Switzerland, will be forced to declare themselves as favoring one side or the other, even if they do not enter directly into the hostilities. They can withstand the pressure that is being brought to bear only up to a certain point, after which they must eventually yield to the will of the people and to the force of public opinion, just as Italy yielded, and as Bulgaria, Montenegro and Rumania were drawn into the vortex. Greece will be the next to capitulate and the others must quickly follow, for grievances are fast piling up as the rights of these smaller States are being continually violated.

It is estimated that there are about 5000 college students in the National Guards now stationed on the border. Secretary Baker's recent suspension of the War Department order discharging students in time for them to resume their studies in the fall may result in some dissatisfaction. It is not easy to see, however, why there should be such a distinction made between students and men who are being kept away from positions. In the case of the student it will mean merely a postponement of the completion of his college course, in other words, if he is prevented from entering school this fall he may be delayed some months in getting started in life. With the professional man or the man who has left a good position, on the other hand, it may mean the loss of that position, or at least a serious set back in his professional career. To a man who has already "started," such a handicap would mean a great deal more than a few months delay for the college student. Service in the national guard means sacrifice on the part of the individual in almost every case and with the exception of the ones who may have dependents at home, we fail to see where there should be any distinction made between classes as far a personal careers are concerned. Any elimination begun on that basis would sooner or later create a discontent out of proportion to the good it might do the favored ones.

One million dollars has been left for the establishment in one of the eastern cities of a school for teaching motherhood to girls. It is a pity that another million cannot be set aside for teaching the meaning of motherhood to boys.

Texas used to be the largest state in the Union, but now the state of unpreparedness has first place.

"Dress precisely as your intelligence tells you," says an expert. If you judge the amount of intelligence some girls have by the clothes they wear, you wouldn't have much to go by.

Once upon a time there was a human being who never made a mistake. He died and the little white stone that marked his grave bore the inscription which told the tale—he lived one day.

One million 50-cent pieces were recently sent from the subtreasury at St. Louis to the mint at Denver to be re-cast with a new design. Personally the old sign had never grown monotomous to us.

Declaring there are no "really pretty girls in Philadelphia," a bachelor of that city has written to the chief of police at Richmond, Va., asking for a wife. Why doesn't he come to Texas where they grow wild?

The health of the punitive expedition is excellent, according to reports from the war department. There should be no objections to this fact, only we don't want the Mexicans to get the idea that our soldiers are there for their health.

A Washington (D. C.) lady has sued her baker for $5,000 because she nearly choked to death on a rag in one of his pies. Serves her right for trying to swallow it. Funny she could live in the capitol and not learn the art of chewing the rag.

Three hundred dozen bad eggs, shipped out of the Panther City, were destroyed recently by a pure food inspector. Revs. Ham and Ramsey seem to making good their threat to "clean out the rottenness in Fort Worth.

One thing, Mr. Hughes' frankness is commendable. He gets at the heart of things in a most staightforward manner by brushing aside a multitude of minor issues and showing how good Republican jobs have all been given to the Democrats.

A Cincinati woman tailor warns fat men not to wear stripes. We don't see why she should not include lean men in her warning as well. It has always been unpopular in this part of the country for most any kind of man to wear stripes, the kind we have in mind, anyway.

A young Wisconsin farmer is said to own a suffragette cow. She will not permit a man to come within her stable, and her owner has to disguise himself in a motherhubbard and bonnet in order to milk her. If all these be facts he is spoiling a mighty good excuse to let his wife do the milking.

In times past we have all been to new towns, moved there for financial reasons, and the first impressions that were made on us by the people, linger with us to this good hour, perhaps. In many instances weekly correspondence reveals the fact that the tinge of brotherly love between us and distant friends isn't confined to town limits. The first acquaintance is usually remembered longer than others, and especially does one cherish the memory of those who met him at the city gate, aided, advised and saw him through the social realms until he became acclimated to his new surroundings. The intent of this paragraph is to impress the fact that an impression once made, be it good or bad, has its weight for a long time to come, and in some cases can never be changed. As a rule too many people are too busy to cultivate new friendships or old ones, either, not realizing there more benefits are derived from this profession than any other single line. Being courteous to the other fellow is equivalent to being courteous to yourself. If you are too selfish to meet the first condition, be man enough not to grumble when reaping a just reward.

"Why small towns stay small" or "The stagnation of self-satisfaction," was the subject of a traveling man's dissertation the other day. A lot of what he said was rot, but a lot more of it was to the point, and he hit the nail on the head when he said the average citizen was too self-centered to be public-spirited and too selfsatisfied to be progressive. Few communities are over-burdened with persons who can see beyond their own direct personal interests when it comes to matters of civic welfare or improvement. It is a great pity that more of those capable of leadership and influence fail to recognize the fact that even from a selfish standpoint it pays to take an active part in the betterment of the community of which they are a member, since all the energy expended in this way re-acts upon them as an individual in such a measure they are more than repaid for the effort.

PUBLIC ARCHIVES PUBLIQUES CANADA

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA
M. L. Mackenzie King Papers
Volume 34

Jim Carlyle had business in Stephenville Wednesday.

Mrs. Jess Mitchell and daughters are visiting relatives in Ballinger.

Dr. and Mrs. Chas. Binney and children of Strawn spent Sunday with Thurber friends.

Mrs. Ottis Ham left for her home in DeLeon Friday after a visit of several days with relatives.

Mrs. Tess M. McHarg and Tess, Jr., returned Sunday from a visit to relatives in Graham.

Miss Daisy Binney of Chicago is here on a visit to her brother, Campbell Binney, and family.

Mrs. J. W. Baskin and children of Fort Worth are here on a visit to Mr. and Mrs. J. D. Miller.

Mrs. Robert Gordon and daughters, Miss Nellie and Mrs. Stuart of Strawn were here to see relatives Wednesday.

Misses Maggie Cato and Bessie Crathers returned to Strawn Sunday after spending several days with Thurber friends.

Misses Mildred Martin and Estelle Gibbs and Master Latimer Epps of Dublin are visiting Mrs. James Baldwin this week.

Mr. Jospeh Miller left Wednesday for his home in Hamlin after a several weeks visit with relatives.

Miss Pearl Lloyd entertained a number of her friends from 7 to 10 o'clock Thursday evening with a play party. Refreshments were served.

Misses Lillian Hall, Myra Rhodes, Zona Kimbro, with Clint Kimbro. as manipulator, motored to Stephenville Saturday evening, returning Sunday.

Miss Kathleen Creighton invited several of her friends in Thursday evening for an hour's social enjoyment. Games, etc., with refreshments were enjoyed.

In the Senatorial election last Saturday the count gives Erath county 1,052 votes. In Thurber 111 votes were polled, Culberson receiving 75 and Colquitt 36.

Miss Louise Gordon was hostess to a surprise party gotten up by a number of her little friends Tuesday evening, and quite a good time was enjoyed.

Announcement is requested of a regular meeting of the Order of Eastern Star, to be held Monday evening, beginning at 7:30 o'clock. Important business is announced.

Miss Verna Gustavus was hostess to a number of her friends Saturday evening. Games were the diversion, and a good time was enjoyed. Watermelon was served.

Mr. and Mrs. L. O. Davis left Thurber last Sunday morning by auto, expecting to enjoy a big time in the Sap Oak community, but on their way they encountered a heavy rain, and were forced to return.

Mrs. Ottis Ham, Misses Cecil Keith, Blanche Miller, accompanied by Will Creighton motored to Palo Pinto Creek Tuesday afternoon, and aside from general pleasures of the occasion, a well prepared lunch was enjoyed before their return home.

Mrs. Frank Conn gave a slumber party Monday night in honor of Miss Binney of Chicago. A midnight lunch of sandwiches, chocolate and salads were served. Those present were, the honoree, Misses West, Hart, White, Edwards, Keith, Harris, Davidson, Oyler, Sliger, Larson, Miller, and Mrs. Roy Miller.

Mrs. James Baldwin gave an afternoon party for the young folks on Tuesday in honor of her guests, Misses Mildred Martin and Estelle Gibbs of Dublin. Refreshments of sandwiches and lemonade were served. Those present were: Misses Mary Rhodes, Lillian Hall, Joe Kimbro, Mable Miller, Leota Latimer, Eglah Pettigrew.

Capt. J. W. Murphy, one of Thurber and Erath county's old-time residents, is here from Amarillo this week. Capt. Murphy was a member of the Ranger force doing duty in Thurber in the 80's, he and Mr. Ed S. Britton being in the same company of Rangers, and it is quite interesting to hear first-hand some of the incidents of pioneer days, before west Texas, proper, was familiarly known to civilization.

While playing ball Sunday afternoon George Paulowsky had the misfortune of receiving a severe blow that knocked three teeth out of place and cut several gashes in his upper lip. It seems that he and another player, Hunt, were both after a fly ball and as a consequence both collided. Hunt received a gash on his head.

A team of mules, pulling a wagon, became frightened while standing on the public square Wednesday afternoon, and in making a getaway hitched onto a farmer's wagon enroute, turning it upon its side, throwing the driver out, and spilling a quantity of apples. The lucky part of the incident was that the team of mules were caught, the farmer's wagon and apples put back in shape, and nobody received a scratch.

DRIPPING SPRINGS

Aug. 29.—Silas West, like the Arab, has folded his tent and moved quietly away.

Miss Mattie Brock was shopping in Thurber Monday.

Jim Martin was visiting homefolks in the Lingleville vicinity the first of the week.

"Peg O' the Ring was presented at the opera house in Thurber Monday evening, and a number of people from this vicinity enjoyed an hour seeing the photoplay.

Misses Ida and Lillie Weaver spent Sunday visiting Mrs. Jason Ivey.

Jim Wilson went to Lingleville for a day's visit Friday.

Earl Freeman purchased a fine load of pears from Jim Martin, near Lingleville, Monday, and retailed same at a fancy price.

Cotton is opening fast, and it will be but a short while till farmers will be gathering the fleecy staple.

Bill Ivey was shaking hands with friends in Thurber Monday.

W. N. Renfro made a business trip to Benjamin Friday, returning the following day.

Ben Mahair and family returned Monday from a week's outing on the Brazos. They report a pleasant trip, and enjoyed themselves sight-seeing, fishing and boating.

Uncle Till Freeman and the wife of his youth spent Tuesday with relatives in the Mt. Zion community.

Buzz Roberts and family spent Tuesday visiting Jim Wilson and family.

Barney Cage of Stephenville was in our neighborhood the middle of the week.

The writer rode horse-back into the Shelby neighborhood last Tuesday. It was strenuous exercise but I enjoyed it. The sweet smell of the wild flowers and new mown hay recalled to mind the happy days of boyhood.

The Meat Market is advertising nicely home cured shoulders, and if the public would only take time to taste them, all arguments would be closed and a sale consummated. If you want something good, something out of the ordinary, get one of these specimens before they are gone. They are selling fast.

FOR SALE—One span of mules, wagon and harness; in good condition. $150.00. See John Morgan, House No. 248.

DEMOCRATIC NOMINEES

For Congressman, Twelfth Congressional District:
JAMES C. WILSON, of Fort Worth.
For County Judge:
W. E. BOWER
For County Attorney:
G. O. BATEMAN
For County Clerk:
E. S. (Sparks) HOWELL
For Sheriff:
G. H. (Bud) DEASON
For District Clerk:
S. P. (Price) WILLIAMS
For Tax Assessor:
HENRY BELCHER
For County Superintendent of Instruction:
MISS MAUD CUNNINGHAM
For Justice of Peace, Precinct No. 7:
J. D. MILLER
For Constable Precinct No. 7:
W. L. OXFORD

SHOWS ARRIVING FOR LABOR DAY

Early in the week it was noticed that showmen with their paraphernalia were arriving in Thurber, preparatory for the two day's Labor Day celebration scheduled for next Monday and Tuesday. Today's trains are expected to bring the final crowds of concession men and accessories, and if the program which has been gotten up by Mr. D. P. Singleton and others is a good sign, there will be plenty of amusement for everybody.

TO PLAY BILLIARD TOURNAMENT

Billiard sharks should take notice! One of the most interesting and strongly contested billiard tournaments is maturing that ever originated among members of the Thurber Athletic Club. At the last meeting $15.00 was allowed for this contest, and the fact that Mr. J. D. Plummer, and his subordinate, as he puts it, have charge of details, is sufficiently encouraging that everybody able to hit a cue-ball will be practicing in dead earnest.

NEW DISTRICT JUDGE

The ceremony of inducting a District Judge into office is as unpretentious as installing a constable. Judge J. B. Keith appeared before County Clerk Howell yesterday morning about 8 o'clock and subscribed to the necessary oath, which after being certified to by the clerk was mailed to the secretary of state at Austin. Judge Keith opens the September term of court at Palo Pinto next Monday, with Nape Oxford as Court Reporter, he having appointed Mr. Oxford to that position.—Stephenville Empire.

EGG MARKET SOARING

Erath county egg layers went on a strike last week, and what seemed to be an egg famine was threatened for a few days. People who had been bringing good old country eggs to town regularly each week for the past three years, met their waterloo when their hens failed to produce results. One chicken product man, who had been bringing all the way from 80 to 100 dozen eggs to town every week, was here on regular schedule, but "nary" an egg did he bring. His flock of some five hundred hens had absolutely refused to perform, leaving him no recourse in the matter, unless he adopts a plan of feeding them red pepper. But it may terminate, as in other instances, where the old saying is applied: "It is difficult to get blood out of a turnip." There may not be any.

DRY GOODS DEPARTMENT

THE PRICE IS A LITTLE LESS



Ladies' Suits, Coats and Dresses

Each day we have something new to show you in this department.

The very newest styles, made of this season's most popular fabrics, in all the leading colors —a full range of sizes.

We can fit you—come in and look.

DRY GOODS DEPARTMENT

Texas Pacific Mercantile & Mfg. Co.

30178

PROCEEDINGS OF JOINT SCALE CONFERENCE

(Continued from Second Page)

ent contract to permit the above procedure to be carried out without loss to either side.

"We further agree—

"That should the miners at home wish to appoint a committee to substantiate the facts we have laid before the Conference as to the use of fuel oil, the operators will bear one-half of the expense of that committee.

"Respectfully submitted,

"Texas & Pacific Coal Co.,
"Strawn Coal Mining Co.,
"Bridgeport Coal Co.,
"Belknap Coal Co."

An adjournment was then taken until the afternoon of August 29th, when the representatives of the Miners submitted the following proposition to the Operators:

"Fort Worth, Texas, August 29, 1916.

"To the Representatives of the Bituminous Coal Operators of Texas:

"Gentlemen:—

"After giving due consideration to the proposition submitted by you at this morning's Session of Miners and Operators of Texas, we, the miners representatives, find that we cannot accept your proposition for the following reasons:

"We firmly believe that the economic conditions of the country are such that it entitles the miners to all the increases in wages they are asking for, which is borne out by the fact that the advances asked for by the miners is a just one and has been granted in practically all the states in which contracts have been negotiated between the U. M. W. of A. and the Coal Operators Association. And we firmly believe that if the operators grant the increases asked for it will no more stop or interefere with the operation of the Bituminous Coal Mines of Texas than it has on former occasions when increases in wages were granted.

"2nd. We believe it would be the heighth of folly to recommend a Special Convention of the Miners of Texas. We, the delegates of the Texas Scale Conference here convened have been vested with full power to negotiate a wage agreement as outlined by the New York agreement, the same having been adopted in convention and by referendum vote of over two-thirds majority of the entire membership of our organization.

"3rd. And we, the miners, feel that we cannot see our way clear to recede from our former demands as presented to the operators of the Bituminous Coal Mines of the State of Texas, at the convening of this Joint Conference.

"And, therefore, would ask the operators, with all due courtesy, to give us a definite answer not later than August 30, 1916, if possible.

"John Hobbs,
"Wm. Ellis,
"Victor Wheatland,
"Mat Rossatto,
"R. J. Farabee,
"W. H. Glenn,
"A. E. White,
"Pete Marietta,
"Gus Sparling."

A general discussion followed, and an adjournment was taken until the morning of Agust 30th, at which time the Operators submitted the following proposition to the Miners:

"Fort Worth, Texas, August 30, 1916.

"To the Representatives of the U. M. W. of A. of Texas in Joint Conference:

"Gentlemen:—

"A careful consideration of your refusal of the Operator's proposition to continue working under the present agreement, pending a convention to empower you to negotiate a contract with regard to present market and economic conditions convinces us that you are acting in utter disregard to present facts and conditions.

"You state your belief that conditions are such as to entitle the miners to the advance, without giving us one single fact to support that belief, whereas, we have taken pains to show you that to grant the advance would ultimately result in coal being displaced as railroad fuel, with consequent ruin to the coal companies, and great inconvenience and loss to the miners.

"In refusing to follow the suggestion of your acting International President, that a special convention be held to empower you to negotiate a contract under present market and economic conditions we feel that the representatives of the miners in this conference assume full responsibility for any suspension of work and loss that may occur.

"In line with suggestions heretofore made you we here now propose:

"1st. That we mutually agree that work continue under the present contract at scale of prices contained in present contract; That in accordance with the suggestion of your acting International President, Mr. Hayes, the miners of Texas hold a convention to empower you to negotiate a contract in accordance with market and economic conditions; And that thereupon our conferences be continued until a contract is agreed upon.

"2nd. Or we will agree to continue our conference with you in an effort to agree upon a contract, the mines continuing work under the terms of the present agreement pending such further negotiations, the terms of the new agreement when one is arrived at to be retroactive and effective as of date September 1st. "Respectfully submitted,

"Texas & Pacific Coal Co.,
"Strawn Coal Co.,
"Bridgeport Coal Co.,
"Belknap Coal Co."

An adjournment was then taken until the afternoon of the thirtieth, when the Miners submitted the following proposition to the Operators:

"Fort Worth, Texas, August 30, 1916.

"To the Texas Coal Operators in Joint Conference:

Gentlemen:—

"We, the representatives of the U. M. W. of A. members of the Texas Scale Conference, have carefully considered your proposition of this morning's session and herewith offer the following:

"That we are willing to continue negotiations for the purpose of reaching an agreement, but with the understanding that the miners cease work after August 31st, 1916, until such time as the advances asked for by the miners have been agreed to.

"But at any time the operators agree to the advances asked for by the miners, the miners will then resume work, pending the completion of the contract.

"John Hobbs,
"Mat Rosatto,
"Victor Westland,
"Pete Marietta,
"W. H. Glenn,
"A. E. White,
"R. J. Farabee,
"Wm. Ellis,
"Gus Sparling."

The convention then adjourned until the morning of August 31st, when the Operators submitted the follow proposition to the miners, accepting the later's proposition of the afternoon of the thirtieth:

"Fort Worth, Texas, August 31, 1916.

"To the Representatives of the U. M. W. of A. in Joint Conference:

"Gentlemen:—

"Replying to your proposition of yesterday in which you offer to continue negotiations for the purpose of reaching an agreement the miners to cease work after August 31st, We beg to say that we accept your proposition.

"We wish to express surprise, however, that you insist that the miners shall stop work pending further negotiations rejecting our proposition made to you on yesterday proposing that the miners remain at work at present prices, pending our further negotiations, the terms of the new agreement to be retroactive and effective from September 1st. This could not in any event have caused the miners any loss, and would have enabled them to remain at work.

"Respectfully submitted,

"Texas & Pacific Coal Co.,
"Strawn Coal Co.,
"Bridgeport Coal Co,,
"Belknap Coal Co."

An adjournment was then taken until Friday morning, September 1st, when Mr. Gordon submitted the following statement, which applies more particularly to the miners of Thurber:

"Worth Hotel, Fort Worth, Texas,
"September 1, 1916.

"To the Representatives of the U. M. W. of A. in Joint Conference:

"Gentlemen:—

"For the past twenty-five years the miners of Thurber have been my warmest friends, and during that long period of time they have been given my confidence, my sympathy and a square deal in all business matters.

"In our negotiations here, during the past three weeks, I have tried to show you the adverse market conditions which confront us at this time; I have been, and am still of the opinion, that our mutual interests could have been protected by a continuation of the present scale of wages until such time as the price of fuel oil advanced, and no longer menaced our investment and your employment.

"For the first time in all my dealings, with you, you show a lack of confidence in my statements, and in the very face of the danger which confronts us, and yourselves, the destruction of our investment and the breaking up of your homes, you doggedly and recklessly insist upon your demands.

"In my opinion, you are not only injuring your employers, but also yourselves, your families and even endangering the organization to which you belong—surely you cannot but understand that an organization is made stronger, when hand in hand it protects its employers' interests in times of adversity, and hand in hand shares his profits in times of prosperity, and yet the stand you have taken during these negotiations does not indicate this to be your policy.

"I fail to see the logic of your proposition of the thirtieth ultimo, which we have accepted, wherein your offer to continue the Scale Conference and **that the mines be idle during the continuation of these negotiations,** rather than accept the offer of the Operators, which was **that the mines continue at work during the negotiations, and the terms of the new agreement, when one was reached, to be retroactive from September First.**

"Respectfully submitted,

"W. K. Gordon."

THE DAYS OF '49

The days of old, the days of gold, the days of '49—a spectacular production of the wonderful days when the great western country was young. The historic days of '49, where fun, mirth, and frivolity are passed in the same ancestral blood at every hand from many States, from states, from the Golden shores of California to the rock bound coast of the Atlantic. Thirteen pretty ladies to assist all those who want to dance who come unaccompanied or who happen to be without a lady partner. We wish every one to visit this show and enjoy themselves as there will be nothing said or done on the inside to mar the feelings of the most fastidious lady or gentleman in the land. Come one, come all.

Bascom M. Faulkner, Owner,
W. A. Strode, Manager.

At E. B. Reid's Greater Shows
ON PICNIC GROUND

STARS WINS FIVE TO TWO

The Store Stars won in a one-error game last Sunday, defeating the Miners 5 to 2. Gordon and Hobbs for the Stars, and Haag and Hatfield for the Miners, formed the battery squad.

Box score as follows:

MINERS—	AB	R	H	PO	A	E
Tucker, cf	4	0	1	2	0	0
Edwards, ss	4	0	0	1	4	0
Snapp 1b	3	0	1	5	0	1
McKinnon, 2b	3	0	1	2	3	0
Tidwell, 3b	4	0	0	0	1	1
Heatherington, rf	4	0	1	1	0	0
Smith, lf	4	0	0	1	0	0
Hatfield c	4	1	2	7	0	1
Haag, p	3	1	1	0	1	0
Totals	33	2	7	20	9	3

STORE STARS—	AB	R	H	PO	A	E
McMillan, ss	3	1	0	0	1	0
Ponsetti, 1b	4	1	0	7	0	0
McKinnon, J., 3b	4	1	1	0	2	1
Bradier, 2b	4	0	0	2	2	0
Weaver, cf	3	1	0	1	0	0
Hobbs, c	4	0	2	12	1	0
Edwards, W., lf	4	0	0	5	1	0
Sherbley, rf	3	0	0	0	0	0
Gordon, p	2	1	2	0	3	0
Totals	31	5	5	27	10	1

STRAWN DEFEATS BRICKYARDERS

A report received on Sunday's game says that in the fast playing time of one hour and twenty-five minutes Strawn defeated the Brickyarders 5 to 1. The one run of the Brickyarders was made in the first inning. Brookman, Strawn's old-time pitcher, was back in good form. and in the seventh inning he struck out Franks, Treece and Cantrell in succession. Cantrell also pitched good ball, allowing but four hits, two in the first, one in the sixth, and one in the eighth. He struck out eight men, and gave but one base on balls.

Paulowsky and Hunt collided when going after a foul ball and both had to retire. The high wind made long hits easy outs for the fielders, Collie getting three in succession in the eighth inning. Booth's hit, which ordinarily looked good for a home run, only gave him two bases, as a fast relay from left field to short-stop and third base caught him before he could make three bases out of it.

STRAWN—	AB	R	H	PO	A	E
Jones, c	4	1	1	7	0	0
Housley, ss	3	1	1	3	3	1
Supena, J., 1b	3	0	0	10	0	0
Supena, M., 2b	3	1	1	2	6	0
Walko, J., cf	4	1	1	1	0	0
Brezik, T., rf	4	0	0	0	0	0
Brezik, F., lf	2	1	0	1	1	0
Watson, 3b	s	0	0	1	0	1
Robinson, G. 3b	2	0	0	1	0	0
Brookman, p	3	0	0	1	3	1
Totals	30	5	4	27	13	3

BRICKYARD—	AB	R	H	PO	A	E
Paulowsky, 3b	2	1	1	0	0	1
Watson, 3b	1	0	0	1	1	0
Collie, cf	3	0	0	8	0	0
Miller, 1b	4	0	1	9	0	0
Booth, ss	3	0	1	1	1	1
Box, rf	3	0	0	0	1	1
Deathridge, 2b	3	0	1	0	1	2
Frank, lf	4	0	1	0	0	1
Hunt, c	1	0	0	4	0	0
Treece, c	2	0	0	4	4	0
Cantrell, p	3	0	0	0	3	0
Totals	30	1	5	24	7	6

Summary: Earned runs, Strawn, 1; two-base hits, Paulowsky, Jones, Booth; stolen bases, M. Supena, Booth; left on bases, Strawn, 3; Brickyard, 5; sacrifice hits, M. Supena, Box, F. Brazik; bases on balls, Cantrell, 1; Brookman, 2; hit by pitcher, by Brookman 1—Booth; struck out, by Cantrell, 8; by Brookman, 6; umpire, Ross Cook.

Specials at the Market

California TOKAY GRAPES, Head Lettuce, White Jersey Potatoes, Pumpkin Yam Sweet Potatoes, Tomatoes, Okra, Celery, Green Beans, Pears,

EXTRA SPECIAL—We have purchased 1000 pounds dry salt Shoulders which will be smoked in our own smoke house, ready for delivery next Thursday. These shoulders are of light and medium weight, and will be sold at 20 cents per pound, in bulk. Remember the date, and get a supply of this well-cured meat.

Market Department
T. P. M. & M. Co.

PUBLIC ARCHIVES PUBLIQUES CANADA

W. L. Mackenzie King Papers
Volume 34

30179 117(24)

The Eyrie
Seal Harbor, Maine

September 11, 1916.

Dear Mr. King:

I have your letter of September 5th outlining your plan to take your mother to Denver to spend the winter with your brother, and since I have heard nothing further assume you have carried out the plan, hence I will address you at Denver.

This would seem to me like a very wise decision on your part and I hope it will prove to be just the thing for your mother. I note the further points in your letter and that I shall not hear from you unless something occurs which you think should be brought to my attention.

Do as you think best about going to California. I shall be entirely satisfied with your decision in the matter. Please give my warm regards to your mother, your sister and brother, also Mr. and Mrs. Welborn.

tr[illegible] letter of [illegible]

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

A Startling Drama in 2 Parts

FRIDAY and SATURDAY **SIMON the**

that helped make their home all that it means to Seal Harbor. The program was scheduled for Monday, September fourth, from four to seven o'clock p. m., and more than 250 invitations were sent out and as each invitation included a man and his wife, if he had one, it meant a crowd. Promptly at four the guests began to arrive and a steady stream it was until six, and if the rain had not interfered more would have got there.

Mr. and Mrs. Rockefeller received in person, assisted by Dr. E. K. Dunham of New York, he being the only representative of the summer colony. G. L. Stebbins of Seal Harbor also assisted. Immediately after the entrance to the spacious reception room, the guests were ushered into the dining room where coffee was served by the ladies of Seal Harbor and Mrs. Rockefeller's servants. There sandwiches, ice cream and cake, also candy, was passed around with fruit punch and lemonade. About five thirty o'clock the reception room was cleared for dancing and Mr. Rockefeller with one of Seal Harbor's favorite young ladies led the waltzes and with music by the Meyers-Davis orchestra of New York and Washington, D. C., consisting of nine violins, drum, cymbals and piano. A glorious time was had and it was the event of the season, all right. Too much praise cannot be said of the hearty greeting the host and hostess to the natives of Seal Harbor, because it was a greeting and no bluff about it, but straight from the shoulder.

We certainly have cause to congratulate ourselves on the actual fact of getting the Rockefeller's at this resort. They enter into the festivities and welfare of the place and I venture to say that everybody is much pleased to make them their friends, and among our hopes is this: If there are any more New York people who can be as popular as the Rockefellers, please send them to Seal Harbor.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30181

The Eyrie
Seal Harbor, Maine

September 16, 1916.

Dear Mr. King:

The enclosed clipping is with regard to a House Warming which Mrs. Rockefeller and I had here a short time ago. We invited all the native residents of Seal Harbor and in addition all those who worked on the house or the grounds during the re-building and who lived within a radius of twenty miles. About 450 people were asked and in spite of the rain 327 came. Purposely we invited none of the summer colony, and this fact was generally understood. We felt that the winter residents would feel more at home if coming alone, ~~and~~ which the large attendance so indicated. Mrs. Rockefeller and I had a delightful time, and every one seemed happy and at ease. I thought the clipping would interest you.

Very truly,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30182
117(24)

Ottawa, October 13, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

You will see from the above address that I am again in Ottawa. You will have learned from a letter sent you by Mr. Welborn of my having spent a week with him before going on to San Francisco. I remained over in Denver a few days on my return. While in Denver, Mr. Welborn went very fully into matters pertaining to the administration of the Industrial Representation Plan, and into the several matters which had occasioned him and other officers of the Company some concern. I do not know that I need trouble you with recounting any of these, as I feel quite assured that they have been dealt with in a satisfactory manner, and that there is no reason at the present time to apprehend any disturbance in the happy relations existing between the Company and its employees.

Union officials, or individuals purporting to be such, had commenced, during August and the early part of September, a vigorous campaign of organization in some of the camps, and had apparently accompanied it by intimidation, actual and threatened, towards officials and employees alike. Mr. Welborn

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

at once commenced the series of meetings of which he has told you. Their effect was just what might have been expected. As he himself mentioned to me, many of the employees came to know for the first time of the real purport of the Plan and of their rights and privileges under it, and the meetings were followed by withdrawal of membership in the Union by many of the men who had followed the first impulses begotten of the movement for organization. From what Mr. Welborn told me just before I left, there had not been above a handful of men present at the latest of some of the Union meetings, where, from the figures of organization at the outset, there had been grounds for believing that considerable numbers would be permanently enrolled.

It has become perfectly apparent, as I had supposed, that the object of the organization was political rather than industrial. There are certain officials, irrespective of party, whom the labor men hope to have elected to fill such offices, for example, as that of sheriff, and the effort at unionizing appears to be largely to get the men into an organization where political action might be inspired in accordance with the wish of the leaders. The movement, however, was started too soon. The time had not become ripe for political agitation, and Welborn's series of meetings in the interval, together with renewed activity on the part of other officials of the Company in connection with the joint committees and in other ways, seems to have had the effect of giving to the employees a wider measure

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of assurance of their position than they formerly had. In many ways it was most fortunate that the effort to organizatshould have been made at the time and in the manner it was, as it has enabled Mr. Welborn to place before all of its employees the exact position of the Company with respect to its attitude towards unions, and also to make perfectly clear what your own individual position has been. I enclose a copy of a notice which was prepared during my first visit, and which of itself will be sufficient to give you an idea of the nature of the different features which demanded attention at that time. Since then, in a letter to one of the superintendents to which publicity was given in the camps, Mr. Welborn was able to quote exactly what you had said about not corresponding with union officials, ~~but~~ and conveying any views you might have to express to the employees through officers of the Company. The notice which I enclose was translated into the different languages and posted in all of the camps. This was done quietly, and without drawing the attention of the press to the circumstance or any of its attendant features. The result has been that the exact position of the Company cannot now be construed by anyone as any longer a matter of doubt, and can no longer be assumed by anyone to be uncertain in any particular. The evident fairness with which the Company has carried out the several clauses in the Industrial Representation Plan has placed it in a very strong position in the matter of meeting possible misrepresentations of its meaning.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

and in particular of its determination to be just as determined in the matter of protecting men who wish to refrain from joining an organization as it is in protecting men who join from unfair treatment by others on that account. Mr. Murphy will, I am sure, be pleased to see the notice enclosed, for it contains a feature which he and I talked over together, and which he was most anxious to see brought out in a manner which would place the Company's position beyond all question.

I had talks with Mr. Hicks, Mr. Cass Herrington and Mr. Fred Herrington, as well as with Mr. Welborn, but I did not see any of the other officials, except a few at the head office, nor did I visit any of the camps. I feel, however, from what I was able to gather in conversation and in other ways, that splendid progress has been made in improving the conditions in the several camps, and that all that has been done in this direction is bearing fruit in the increased contentment and loyalty which it is bringing to the Company on the part of the employees. At Sunrise, for example, matters appear at the present time to be in such splendid shape that even the trouble-some clergyman who is there is thinking that his agitation has fulfilled its purpose and that he could better serve the cause of the miners by moving to some other camp. Mr. Welborn is fully persuaded of the great value of the Plan, and his own speeches upon it have helped to make him more enthusiastic than ever concerning it. I feel that in the determination he has to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

make it a success he has the genuine and whole-hearted support of the other officials. So far as the affairs of the Fuel Company are concerned, I think you may feel that the satisfaction which you will derive from reading Mr. Welborn's annual report is something which you will be justified in continuing to feel throughout the winter. I should be greatly surprised if anything were to arise which would cause concern between now and the time you may visit Colorado, should that be as late as a year hence.

I am confident that the delaying of your visit has been in every way wise. I feel just as sure that being in Colorado myself at this time has been fortunate, and I am sure you will find that in no particular will it present any embarrassing results. I was deliberate in not writing you while away. I had thought if it were necessary I should see you personally on my return, but, unless you desire it, I do not feel that even that is important now. I am satisfied in my own mind with the way matters are proceeding, and am inclined to feel that they are all the better for being allowed, for a time, to proceed without much in the way of suggestion or criticism. I was able to go pretty fully into the working of features of the Plan about which I was anxious to know, and I am glad to be able to say that in every particular the outcome appears to be just what I had expected, and in many cases what I had most hoped for. In enabling me to keep abreast with that experiment,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

I feel that the visit would have been more than worth while, if it had not also been more than justified on other grounds as well.

Perhaps I need scarcely add that no mention appeared in any of the Colorado papers of my presence there, and though I did not endeavor to conceal my presence in Denver, beyond that of staying part of the time at the Club instead of at a hotel, I do not think that, with the exception of a few friends who learned in a personal way of my being there, and of the circumstances which had occasioned my taking my mother out to see my brother, there was anyone who felt for a moment that my coming under the circumstances was other than perfectly natural and as might have been anticipated.

With regard to the San Francisco visit, whilst the interview I had was one of very great value in connection with my studies, it was without significance so far as your personal or business interests are concerned. At some future time I shall give you a detailed account of our talk, which was of between three and four hours' duration. Most of the time was taken up in presenting features of the present industrial situation and obtaining from the other party his views and his understanding of the situation. He spoke to me very frankly and I think quite honestly with respect to every question I raised. I found that he was not at all satisfied with the manner in which the Walsh Commission had conducted its proceedings, that he had followed the evidence taken before it and

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

had been particularly interested in your own evidence, and in the Colorado Plan. He thought the latter presented features which would be helpful to Labor, though not acceptable by the unions. He was prepared, when opportunity came, to throw his influence on your side towards helping to make the Plan acceptable to labor organizations, provided some arrangement could be made, either secretly or openly, towards this end. I gathered that once he is again at liberty he was ready to take the course which would help him to look after his own interests and those of others dependent upon him, and it was the thought that there might be an opportunity of mutual benefit in this connection that led him to correspond.

Through Mr. Weinstock I secured the introduction which was necessary to get me the interview. My request for it was based entirely upon my work in connection with the study of Industrial Relations. I used the little pamphlet recently prepared describing the different philanthropies, my own work among the number, as a means of introduction with all parties, including Weinstock. So far, therefore, as the interview is concerned, should the circumstance of its having taken place ever become public, there is no reason so far as I can see why the fact should not be known, though unless publicity comes from another source my purposes will be as well and undoubtedly better served by nothing being disclosed concerning it.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I could not possibly have had an interview of greater value. It has confirmed me absolutely in certain opinions I have been a little hesitant about expressing too definitely, but which I think it is in the interests of the public to have clearly understood. I would willingly cross the continent again tomorrow to secure another such interview, and would feel the time and expense in so doing was more than justified. As there were no understandings or commitments of any kind in my conversation, as, in fact, I was careful to intimate that my coming had been on my own responsibility, through a knowledge of the communication which I had seen and which I felt might serve a useful purpose in connection with my studies, there is nothing concerning the interview which I need acquaint you with other than its nature as described. I should like, however, to thank you for your confidence in allowing me to do as I wished in the matter, for I think, from all points of view, more of value has been obtained by my going direct, and less of possible misunderstanding, than could have been hoped for in any other way.

I need scarcely say that I am glad to be back again at work upon my studies here. My father's sudden death and the obligations arising out of it have thrown me back a little, and I shall therefore have to postpone somewhat the interviews I am counting on having as soon as the preliminary draft of the book is completed. I doubt if,with the shock and strain

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of all I had to go through and accomplish in the first two weeks of September, it would have been possible for me to have become sufficiently settled in mind to do the close and careful thinking which I feel every line of what I am writing demands. The opportunity, therefore, to break in upon the work of writing by being once again out in the open with a chance to view features from another angle, while it has been unfortunate as respects the completion of one part of the work, has been fortunate in the relief which it has given my mind just at this time. But while I am grateful to have had the opportunity of being away, I am still more grateful to be back again.

Yours very sincerely,

W. L. MACKENZIE KING

Please destroy.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of all I had to go through and accomplish in the first two weeks of September, it would have been possible for me to have become sufficiently settled in mind to do the close and careful thinking which I feel every line of what I am writing demands. The opportunity, therefore, to break in upon the work of writing by being once again out in the open with a chance to view features from another angle, while it has been unfortunate as respects the completion of one part of the work, has been fortunate in the relief which it has given my mind just at this time. But while I am grateful to have had the opportunity of being away, I am still more grateful to be back again.

Yours very sincerely,

W. L. MACKENZIE KING

Please destroy.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

115 (12)

30131 FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

P1,170

203 MOD 16

Oct 23, 1916.

MD NEWYORK NY 23

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

310

COULD YOU CONVENIENTLY COME TO NEWYORK TONIGHT FOR CONFERENCE TOMORROW OR THE NEXT DAY WOULD DO

DN D ROCKEFELLER JR

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

The Great North Western Telegraph Co.

OF CANADA

11542/30192

Form 2

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.

Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH,
President.

HEAD OFFICE: TORONTO.

GEO. D. PERRY,
General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER BLANK.	Sent No.	Sent By.	Rec'd By.	Time Sent.	Time Filed.	Check.

Send the following message, subject to the above terms, which are hereby agreed to.

Ottawa, October 23, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Your wire received. Am leaving for New York this afternoon.

Mackenzie King.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30193

J. S. TUNMORE,
PRESIDENT.

JOSEPH P. MACK, 2ND.,
VICE PRESIDENT.

WILLIAM PIEL,
SECY. & TREAS.

EMPLOYER'S WELFARE UNDERWRITING SERVICE
INC.

141 METROPOLITAN TOWER
NEW YORK.

OCT 28 REC.

EXPERT ADVISORY BOARD
F. SPENCER BALDWIN
PH.D., R.P.D. UNIV. OF MUNICH
M. ALBERT LINTON
FELLOW, INSTITUTE OF ACTUARIES OF GT. BRITAIN
" ACTUARIAL SOCIETY (U.S.A.)
JOSEPH CARSON
COUNSEL
WM. C. CANNON
COUNSEL
A. H. JENNINGS
J. S. TUNMORE
CHAIRMAN

Oct. 27, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
NYC

Dear Sir:

Enclosed please find copy of our latest Bulletin, which will be found to be of interest.

If there should be any unsatisfactory feature about your welfare work, as it exists, or in case you desire the installation of a new system to commence as of January 1st, 1917, or before, we would suggest that you advise us as early as possible in order to assure yourselves of the availability of our services.

Truly,

J. S. Tunmore.
President.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30191

EMPLOYER'S WELFARE UNDERWRITING SERVICE

INC.

141 METROPOLITAN TOWER
NEW YORK

BULLETIN NO. 2— October 14th, 1916

The reponse received from the booklet, descriptive of the purpose of this Company and from Bulletin No. 1, which followed it, has surpassed our expectations. Among replies received were letters from twenty-two Presidents, representing the largest industrial, railroad, and financial institutions of the country; from nine Vice-Presidents, fifteen Secretaries, fifteen General Managers and twenty other executives; all written in a commendatory manner and all evincing a keen interest in the new idea.

Some of the largest of these concerns have expressed a desire to retain our services; many have requested further information; while practically all desire to be retained on our mailing list.

This is, of course, gratifying to the officers of this Company. The conception we have of the needs of employers appears to be correct and our service practical.

In the course of a non-partisan address delivered by the President of the United States at Indianapolis, on October 12th, he said:

> "There is one field in which we are particularly sluggard. . . . I mean the relations between capital and labor. Nothing can be for the interest of capital that is not in the interest of labor, and nothing can be in the interest of labor which is not in the interest of capital. If men want to get rich, they must have human relationships with those who help them to get rich. That is a lesson that men have been exceedingly slow to learn, slower than any other lesson of coöperation in America. I pray God that their eyes may be opened and they may see that the future of this country lies in their coöperation, open, candid, cordial, and not in their antagonism, and that if they will once get together and plan in the same spirit, the same things, the industry of America will go forward by leaps and bounds, such as we never yet have conceived."

The employer who does not realize the need of a properly organized welfare service will have an awakening very soon. The present keen competition in the labor market is the result in large measure of interrupted emigration. Demand exceeds supply. An employee lost to-day can only be replaced at higher cost in "pay" or lower productivity. Intelligent welfare service tends to, and in a remarkable high percentage of cases, does eliminate the employee's own barter for his services with your competitor. It is the one effective check on the present day loss and changes in the employment force. With the prolongation of the War the situation grows daily more difficult. Moreover, European competition for labor at the close of the War will in all probability result in an acute American labor crisis against which it is well to fortify ourselves at this time.

The day has passed when the employer alone can hold the employee by so many dollars per week. The employee's friendship must be humanly and humanely won. The employer who relies on the pay envelope alone, will find his efficient working force gradually depleted and less efficient labor substituted. And the cost of this unhappy transformation is likely to be greater than the cost of its prevention.

The nature of some inquiries makes it necessary for us to repeat that general queries can only be answered in general terms. Thus, we were asked by the representative of one large concern for additional literature. We were obliged to tell him that our actual service consists not in generalizing but in preparing definite plans to meet individual requirements.

Your quickest comprehension of our service will result from your request for a preliminary survey by us of your ideas and the employment conditions of your institution or plant. This survey, by which a mutual understanding will result of the welfare plan most feasible, will be made without cost to you, except when it involves traveling or physical examination of plants, the cost of which is negligible.

We repeat. Proper welfare work with an adequate system of underwriting, fitted to the individual case, is to-day a necessary part of every enterprise that depends on labor for its success.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30195

26 Broadway
New York

October 30, 1916.

Dear Mr. King:

Your note, written after our talk over the telephone last night, is received. I appreciate your sending me this further word. Today I have seen Dr. Flexner and am glad to hear from his side so favorably in regard to you.

The purpose of this letter is to tell you that when you have finished with this medical work in Baltimore and have paid the bills, at the Hospital, to the various physicians, your expenses from New York to Baltimore and return, as well as while in Baltimore, I want you to send me a memorandum of the total expense and allow me the pleasure of meeting it. I suggest that a memorandum be sent me finally, since it would seem wiser for you to pay all of these bills yourself and not have me appear in the matter.

In the hope that your stay in the Hospital may be so beneficial as to compensate for the discomfort and annoyance incident thereto, and with every good wish for your speedy restoration to your usual vigorous vitality, I am,

Very sincerely,

John D. Rockefeller Jr.

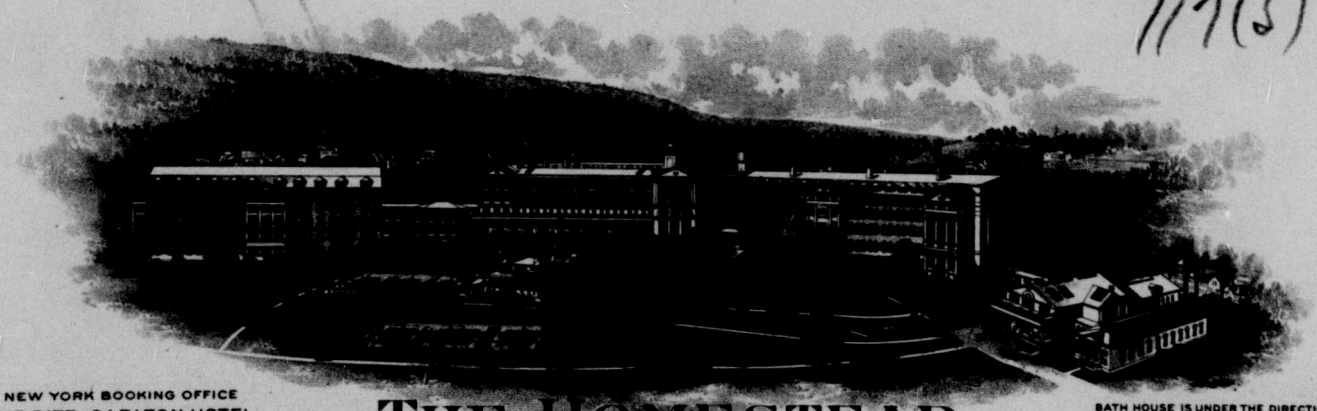
Mr. W. L. Mackenzie King,
Johns Hopkins Hospital,
Baltimore, Maryland.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30196
117(5)



NEW YORK BOOKING OFFICE
THE RITZ-CARLTON HOTEL
46TH STREET & MADISON AVENUE
ROOMS FOR THE HOMESTEAD HOTEL
MAY ALSO BE RESERVED AT
THE RITZ-CARLTON, PHILADELPHIA

THE HOMESTEAD
H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 6th, 1916.

Dear Mr King:

I think I sent you some time ago a letter from General Greeley in regard to the sociological and industrial work done by his daughter. I asked the General to send me further data in reference to his daughter's work, and enclose herewith his further reply. I have asked him for his daughter's address, which I thought we might do well to have on file in case we ever cared to confer with her, or it might be she could be useful in some company in which we are interested.

If you have the original letter to General Greeley, please return it with this data, unless you care to keep the whole file in your records.

I am also enclosing a letter from Mr H T Noyes, whom I do not know, but was told had established mutual relations with his employes in the German-American Button Company at Rochester. At my request Mr Noyes has sent me certain data, which I send herewith. If you think it worth while it might pay for you to visit his plant some time when you are in the vicinity.

Copied 193.1

I am further enclosing an article by Manly in the New York Call, which I have seen copied in the Wilkes-Barre, Penna. Times, but no where else. Were all roads on which the Foundation money was expended State or County Highways ? Were any of them private roads, or roads in any sense owned or controlled by the Fuel Company, or any other private company or individual ? Is this also true of the road to Berwind and Tabasca, which Manly says during the strike was declared to be a private road and its use denied the public ? What about the stone wall at the Berwind Camp - was that built on the highway or on the Company's property ? I would ask the same question in regard to the stone wall around the School property.

Copied. 38.1.1

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30197



NEW YORK BOOKING OFFICE
THE RITZ-CARLTON HOTEL
46TH STREET & MADISON AVENUE

ROOMS FOR THE HOMESTEAD HOTEL
MAY ALSO BE RESERVED AT
THE RITZ-CARLTON, PHILADELPHIA

THE HOMESTEAD

H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. Letter to Mr King,
November 6th, 1916, #2.

I also enclose an article from the Spokane Spokesman Review, which need not be returned.

Also an article from the American Federationist for November. This latter article by Doyle is most unfortunate, because while utterly untrue, it gives such a false impression. I am sending a copy of it to Mr Welborn.

Very truly,
John D. Rockefeller Jr.

Copied
38.0.3

Mr W L Mackenzie King,
The Roxborough, Ottawa, Ontario,
Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30198

117(5)

Memorandum re sociological and industrial
work of Miss Antoinette Greely.

Miss Greely is a daughter of General A. W. Greely, of Center Conway, N.H., who wrote to Mr. Rockefeller, Jr. on October 21, 1916, with regard to his daughter's methods. Miss Greely has served with various corporations during the past ten years, four years of this time having been spent with the Bush Terminal Company of New York City.

Her primary aim is stated to be that of developing such conditions of labor and relations of employee and employer as may lead to the highest degree of efficiency in the workman .

Her methods have included the following program:

1. Assurance of fair-dealing.
2. Considerate personal treatment.
3. Patient listening to grievances.
4. Recommendation of sanitary surroundings.
5. Introduction of protective devices.
6. Special training of dull workers.
7. Elimination of loan-sharks through small loans.
8. Freedom from grafters in employments and discharge.
9. Co-operative buying of workmen's essentials.
10. Fostering of workmen's insurance and aid associations.
11. Tenement improvements.
12. Strictly truthful statements.

Among the families:

13. Co-ordination of local hospital, infirmary and charitable associations for relief in sickness or distress.
14. Advice as to domestic economy and household improvements.
15. Thrift encouragement.
16. Practical gardening.
17. Occasional social affairs.
18. Suggestions for self-managed suitable amusements.
19. Sympathetic visits to families in distress.
    Elicit complaints, disclose habits of workers and mental attitude towards grievances real and imaginary. Sympathetic action in cases of death fruitful in causing good feeling.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

The duties and powers of the Welfare Manager are outlined as follows:

1. Welfare Manager must be assured of complete independence as to methods - within the scope of action authorized by the corporation. This to insure respect for position and authority.

2. This office in the interests principally of the workers. Should become familiar with local conditions and character of labor performed - then propose program indicating expense and results hoped for. After corporation approves, freedom of action must be given.

3. Must have co-operation of superintendent or general manager and other subordinate officials.

4. Must gain thorough knowledge of working conditions, alongside ordinary workers if possible.

5. While cultivating personal relations with workers and families, intimacies, favors, presents, or testimonials to be avoided.

6. While establishing beneficial relations with charitable organizations, all reform or similar associations are treated with cautious reserve. Attendance on the meetings or participation in conventions are subject to approval in each case by the general superintendent.

Suggestions as to means of gaining influence with workers:

1. First aid treatment administered by nurse.

2. Following up home cases of injured or sick employees.

3. Close watch over sanitary installations, and ascertaining attitude of workers with reference to them.

4. Frequent inspections of entire environment of industry.

5. Keep watch on safety devices - ascertain attitude of workers.

6. Learn cases of distress - suggest small loans for worthy.

7. Keep track of irregularities of labor, and by home visits to those frequently absent to suggest remedies.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

8. Observation of home conditions, followed by suggestions re diet, rest, sanitation, etc.

9. Organization ~~of work~~ or improvement of workmen's relief and insurance associations through timely and judicious advice. Recommend corporation contribution under special conditions, but associations to be entirely free from corporation control or manipulation.

10. Encourage self-governed social clubs. Extreme care in relations therewith. Annual prizes to encourage healthful recreations. Occasional presence of corporation official.

11. Recognition of long faithful service. Last to go. First to be re-employed. If incapacitated, should be furloughed on full or part pay for suitable periods, according to merit.

12. Systematic systems of employment and of discharge. Effective checks against employment, graft, and discharge levies.

13. Wholesale purchases of necessaries for workmen.

14. Tenements made attractive, and individual - variety of paints, distinctive ornamental additions - window plants, porches, etc.

15. When workmen are defrauded or swindled, occasional aid, and legal advice, are advisable to insure justice or reparation to them.

16. Loans (six per cent.) should be made in small amounts to distressed workmen applying therefor, if steady and reliable employees.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30201

Mr Richardson knows Mr Noyes
favorably.

Would the Miss Tarbell that he
refers to, be Miss Ida - who wrote
the articles on the S O Co ?

Yes it is the R.W.G.
Miss Tarbell.
R.W.G.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

OCT 28 REC. 30202

117(5)

EXECUTIVE OFFICES

German-American Button Co.

ROCHESTER, N.Y. October 27th, 1916

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

My dear Mr. Rockefeller:

I fear me that Dr. "Jim" is somewhat of an enthusiast, because I am not so certain as he as to how much we have really accomplished. However, our plant for some fifteen years has been to a very large degree an experimental laboratory in industrial relations and we have tried earnestly to solve nearly every problem and do still hold a good many theories.

I regret that we have nothing in print that would show at all adequately what we are doing, and largely so because we want to avoid publicity. It would, however, give us pleasure to have either you or some one of your assistants visit us. Possibly Miss Tarbell, who has visited us several times, could give you information. I am sending you some "literature" under separate cover, that at most will be merely suggestive.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30203

I venture to add a personal touch. Although I am a graduate of Amherst College, I was initiated into Alpha Delta Phi with Samuel Willard Richardson and spent my freshman year with him at the University of Rochester.

Yours truly,

Thos. L. Boyce

HTN*EH

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr R Jr

30204

NEW YORK CALL
OCT. 22, 1916

IARITY" FUNDS SPENT TO IMPROVE HIS PERSONAL PROP- COLORADOANS MAKE AFFIDAVIT TO MANLY!

RE'S MINING CAMPS BETTERED AND STONE WALL BUILT AROUND TH FUNDS OF TAX-EXEMPT NEW YORK FOUNDATION, ALLEGE RESIDENTS OF LAS ANIMAS COUNTY.

BY BASIL M. MANLY.

(Noted News-Economist for The Call.)

Controller E. M. Travis of the State of New York has appealed to the courts to make the Rockefeller Foundation pay an inheritance tax on legacies left to it. The Foundation has refused to pay a tax on $425,518 left by Mrs. John D. Rockefeller, claiming it is exempt as a charitable institution.

The Controller, in attempting to convince the court that the Foundation should not be exempt as a BONA FIDE charitable institution, has relied in part on the evidence cited in my articles for The Call. In these articles it was alleged that the Rockefeller Foundation was created for the specific purpose of evading the Federal income tax, but, by reason of its being absolutely under the control of John D. Rockefeller, and because its activities are not solely philanthropic, it is not legally exempt from taxation, and shou.l be made to pay the million dollars in taxes which it has succeeded in evading.

I now have what I allege is indisputable evidence to the effect that the funds of the Rockefeller Foundation have been used for the direct benefit of Rockefeller's commercial interests. With this Controller Travis may hope to win his fight to tax the foundation, I believe.

This evidence alleges that the fund of $100,000 appropriated by the Foundation in March, 1915, for "relief of the unemployed in Colorado," and press-agented as one of the great Rockefeller philanthropies, was expended largely for improvement of the property of the Colorado Fuel & Iron Company—Rockefeller's private property.

Affidavits of three citizens of Las Animas County, all residents of more than twenty years in that county—John Wiley, John MacQuarrie and James T. Davis—account for the expenditure of every penny of the $54,000 spent in that county.

According to my evidence, every penny of the $54,000 was spent either ON ROADS LEADING EXCLUSIVELY TO ROCKEFELLER'S COAL MINES OR UPON A STONE WALL AROUND ROCKEFELLER'S COAL CAMP AT BERWIND!

There are 1,000 miles of roads in the county, but I allege that every dollar used for this purpose was spent on less than 100 miles of roads leading to the Rockefeller properties. East of Trinidad is a large agricultural and ranching country, in great need of good roads; but NOT ONE CENT was spent in this direction, I have ascertained.

On the contrary, my information says $31,825 of the fund was spent on what is known as the Stonewall road, along which are the coal camps of Sopris, Frederick, Segundo, Primero and Terico, and large timber claims all owned by the C. F. & I. Co.

Furthermore, according to affidavit, $6,062 was spent on the road up Berwind Canon and in the camps of Berwind and Tobasco. This road is claimed as the private property of the C. F. & I. Co. During the strike it was declared to be a PRIVATE ROAD and its use was denied the public.

But the limit in the use of this "philanthropic" fund was reached in the construction of a stone wall around the camp of the Rockefeller mines at Berwind. Approximately $5,000 is said to have been spent on the wall from the fund, and about $15,000 more spent by the coal company, thus demonstrating what I take to be the direct interest of the company in its construction.

The fact is, the $100,000,000 fund of the Rockefeller Foundation is in the same position as the rest of Rockefeller's billion-dollar fortune. Every cent of it is under the direct control of Rockefeller and his "personal staff," and is used either for business or philanthropy, as suits the whim of the moment.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

WLMK R Jr 30205

What People Are Thinking—Editorial Comment

SPOKANE (ASH.) SPOKESMAN REVIEW

OCT. 16, 1916

Cooperation by a Corporation and Its Employes

The Colorado Fuel and Iron company has published its report for the year which ended last June. The matter of interest and concern to the people of the country is the company's account of the workings of a plan for cooperation between itself and its employes.

The plan was adopted by both parties a year ago. It provides for settlement of differences and consideration of other affairs of mutual interest through representatives of the workmen, chosen by themselves, and representatives of the owners and managers. The system operates at the coal mines and has also been since adopted, together with an agreement about wages, at the iron mines in Wyoming. Finally it was early this year applied with requisite modifications to the steel plants in Colorado. The company and its employes have written contracts covering hours of service, wages and other vital factors.

An industrial representative of the president of the company is constantly in the field. Grievances which he can not adjust may be taken either to any official or to a joint committee comprising representatives both of the company and the employes or to the state's industrial commission.

Continued consideration has been given to bettering the terms of living and working at all the properties and practical work for this purpose has been done. Additional dwellings have been erected and many more are building. The workers have gone in heartily for vegetable and flower gardens. Suitable bathhouses, social centers and clubhouses are supplied by the corporation. The Y. M. C. A. is active in making them succeed. The company publishes a quarterly bulletin and special bulletins as a means of communication constantly between the management and the employes. On September 1 it increased coal miners' wages 5 per cent.

The conclusion alleged by the corporation is this:

> From the standpoint both of managers and employes the plan has been an unqualified success. Relations between officials and workmen have become much friendlier. The understanding of each for the other's point of view is far clearer. With continuance of the spirit of cooperation which has been the controlling motive of both in the operation of the plan it will prove increasingly successful.

This is the testimony of the capitalists. What the public desires to hear also is the testimony of the labo[rers]

Note concluding paragraph—
Suggest sending
to Mr. King
I L L

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

American Federationist
Nov. 1916

30206

hearing of appeals and to prevent undue accumulation of cases in dispute, the board shall designate a committee to be known as the Committee on Appeals. Such committee shall consist of the two chief clerks or their deputies and of the director of the board or a person designated by him.

The functions, powers, duties and procedure of the said Committee on Appeals shall be the same as hereinabove provided for the Committee on Immediate Action except that the jurisdiction of the committee shall be limited to questions involving wages, hours and settlement of prices, and methods of manufacture.

12. The board shall have full power and authority to make exemptions for week work where special exigencies arise.

13. As hereinbefore provided, the board shall have supervision and control of the management of the test shop.

14. The records of the board, including completed investigations, shall be open at any time to the inspection of either chief clerk. The directors, subject to the revision of the board, may by general or special order determine from time to time when any investigation shall be deemed to be completed.

15. The board shall have power from time to time to recommend to the parties for consideration by the Conference Board new standards or regulations to be established in the industry.

16. All questions relating to the subject-matter of equal distribution of work among cutters are referred to the Board of Protocol Standards for investigation and regulation, with the right of direct appeal by either party to the Board of Arbitration, such matters to be determined by the Board of Protocol Standards at the earliest practicable moment.

17. To provide the necessary expenses of the board there shall be imposed the following uniform tax: One (1) cent per week to be paid by each employe working either in an association shop or in a shop covered by an independent agreement with the union, which tax shall be deducted by the employer from the wages of all of his factory employes and, together with a like amount to be contributed by him, remitted weekly to the treasurer of the board.

18. The association and the union shall meet, in equal payments, any deficit in the treasury of the board.

MINERS ORGANIZE THEIR OWN UNIONS

By EDWARD L. DOYLE,
Secretary-Treasurer, District 15, U. M. W.

THE miners of the southern coal field of Colorado have seen that there is no chance for them to protect themselves under the industrial plan that was put into effect in the mines of the Colorado Fuel and Iron Company. They have always regarded it as a joke and none of them will speak of it in a serious manner; they laugh at the promises made under it and attend meetings in the same way they would go to any gathering out of curiosity.

The facts are that the men are joining the United Mine Workers of America and the significant thing about it is that they are doing so on their own account. They formed groups and after they had enough to warrant the organizing of a local, sent word for some of the officers to attend the meetings and decided at such meetings to apply for a charter. The first organization was formed at Sopris. In four meetings, held a week apart, the miners in the neighborhood of Ludlow secured a membership of 304 and are still increasing their number. Six new charters have been applied for since the 26th of July, with prospects for more in the near future.

In about eight mines, miners of the C. F. and I. have entered the union; in fact, the first to make the break were those near Ludlow in what is known as Berwind Canon, a place into which no one who was thought to be a union man dared to go a few years ago, and a week ago last Sunday, Lawson and I addressed two large meetings in that canon, after which fifty-two miners

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30207

daily bargaining. It is highly important for both sides to evolve some uniform and basic system for the determination of such piece prices. The Board of Control is charged with the duty of evolving a proper basis of such adjustments and also with the task of settling individual disputes as to prices from time to time as they arise.

The board is not to concern itself with introducing methods of greater efficiency in the shops. Our union, of course, realizes the many dangers to the workers lurking in so-called efficiency systems, which often mean nothing but schemes of speeding up the work for the sole benefit of the employer and is fully on its guard against the introduction of such systems in the needle industries.

With kindest regards and best of good wishes, Fraternally yours,

BENJAMIN SCHLESINGER,
President.

Board of Protocol Standards

1. Recognizing the difficulties of imposing high standards of wages and working conditions upon members of the Association and the difficulty of maintaining such standards for the workers in the shops of such members, and for the purpose of carrying out the pledge of the parties to equalize standards of working conditions throughout the industry, both organizations do now agree to establish a joint board for the establishment and enforcement of such standards, to be known as the Board of Protocol Standards (as distinguished from sanitary standards).

2. Such board shall be made up of three representatives of the Manufacturers' Association, three from the union, and three members, representative of the public, who shall be acceptable to both parties, and in the event of their failure to agree, shall be named by the Board of Arbitration. Vacancies hereafter occurring shall be filled in like manner.

3. A copy of this agreement and of all existing rules and regulations shall be filed with said board and the union agrees to exhibit to said board the original of every individual contract made by it with any employer in the dress and waist industry and to file with the said board a true copy thereof.

4. The union will make it a condition of every such individual contract that the employer will submit to regular inspection of his factory and of his books, covering payment of wages, by the director or inspectors of the Board of Protocol Standards.

5. The board shall have full power and authority to make regular investigations into the standards prevailing in the industry and to determine whether or not the standards of protocol conditions are being enforced within the territory covered by the protocol. It shall have the power to select an impartial director, an adequate inspectorial staff, and shall be authorized to make suitable rules and regulations for the effective performance of its work.

6. Should the parties composing the board be unable to agree upon a person to act as director, the Board of Arbitration is to have the power of such selection.

7. It shall be the duty of the board to secure observance of protocol standards in the shops in the industry by all lawful and legitimate methods. Both parties agree to the full extent of their power to cooperate in the enforcement of such standards and to contribute the same financial and active support as has made the work of the Joint Board of Sanitary Control effective.

8. The protocol standards over which the board shall have jurisdiction are those relating to—

(a) Standards of minimum wages.
(b) Hours of labor.
(c) Wages of piece and week workers.
(d) Holidays.
(e) Payment for overtime.
(f) Apprenticeship rules.
(g) All other standards, except such standards of sanitation and safety as are committed to the jurisdiction of the Joint Board of Sanitary Control.

9. The board shall have power to examine from time to time the payrolls and accounts relating thereto of every concern coming under its jurisdiction.

10. The board may prescribe a uniform pay-roll which, if adopted, shall be furnished at cost to all manufacturers through the Association.

The board may also adopt individual pay books to be distributed by the union to the workers through the shop chairman in each shop.

11. The board shall have full power and authority to settle all disputes as to piec and week rates. In order to expedite th

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

BRITISH UNION LABOR IN WAR TIME

By JAMES W. SULLIVAN

(Continued from last issue.)

In America, however, the sting of this fierce and headlong attack on union labor is still doubly felt. The enemies of trade unionism in this country made the most of the onslaught in the beginning, having the start of the one-sided cable dispatches and the other usual advantages of employing class power over many of the daily newspapers. But these enemies have had little or nothing to say about the findings of the official investigations as to the conditions in which the munitions workers have been working since the outbreak of the war, and it was these very conditions which union labor undertook to improve, at first by publicity and protest, and later, in cases, by notice of resort to measures within their own power if no improvement should come. Nor was fair account made in the United States of Lloyd George's appearance before the 650 delegates of the Trade Union Congress at Bristol last September. On that occasion, as Munitions Minister, Mr. George congratulated the trade unionists on their loyalty. "You passed a resolution yesterday," he said, "a very significant resolution, an epoch-making resolution—a resolution in which you pledge yourselves as the representatives of organized labor to assist the government as far as possible with the successful prosecution of the war. And I am sure you mean it, and I am here on behalf of the government to take you at your word. The government can lose the war without you; they can not win it without you. The war has resolved itself into a conflict between the mechanics of Germany and Austria on the one hand and the mechanics of Great Britain and France on the other."

The compact ratified at the congress between Lloyd George on behalf of the government and the trade union representatives has been lived up to by the unions admirably well considering the confusion, not to say demoralization, of industry in the country and the extreme nervous tension of the entire population. What suspensions of work have occurred have been over in a few days and have usually been in opposition to union control. Moreover, whether they have not probably all been provcked by the oppression or neglect of the employers may be inferred from the **official reports on the conditions of the wage-workers** most nearly associated with manufacturing the war supplies.

These reports have been issued by "The Health of Munitions Workers Committee," appointed by the Minister of Munitions. They are ten in number. No. 1 is on "Sunday Labor;" No. 2, "Welfare Supervision;" No. 3, "Industrial Canteens;" No. 4, "Employment of Women;" No. 5, "Hours of Work;" No. 6, "Canteen Construction and Equipment;" No. 7, "Industrial Fatigue and Its Causes;" No. 8, "Special Industrial Diseases;" No. 9, "Ventilating and Lighting of Munitions Factories and Workshops;" No. 10, "Sickness and Injury."

On the whole, the contents of these reports indicate but too plainly that in none of the points reported on was British labor being properly cared for by the employers. **There are numerous recommendations for improvement to be made; there are next to no commendations for improvements already made.** While the committee's purpose was ostensibly no more than to lay plans to safeguard the health of the workers, the facts revealed constitute of themselves an indictment of the employers as money grabbers with little sense of justice or mercy for their swarms of overworked employes.

In order to get at a gist of the committee's report, exact quotations are herewith given. The committee was appointed—

"To consider and advise on questions of industrial fatigue, hours of labor, and other matters affecting the physical health and physical efficiency of workers in munition factories and workshops."

As to Sunday labor, the committee, reporting that it had been "widely adopted," gave among many other facts and opinions the following:

"In this connection account has to be taken not only of the hours of labor (overtime, 12-hour shifts, 8-hour shifts), the environment of the work and the physical strain involved, but also the mental fatigue or boredom resulting from continuous attention to work. As one manager put it, it is the monotony of the work which kills—the men get sick of it.

"Although, therefore, employers generally are opposed to Sunday work, it has been widely adopted (a) on account of heavy demands for output, or (b) because employers have been forced into it by

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30209

made application to join the newly organized local union.

In Bowen (Victor American Fuel Co.) the mine guard (Camp Marshal, to be polite) attended the open meeting at our invitation and was asked to address the meeting, and in spite of this, seventy-five men of about eighty-six working there, joined the union.

Mr. Welborn, the president of the Colorado Fuel and Iron Company, has been visiting the camps of his company and speaking to the men, and I am informed by the miners that he has told them that the company has no objection to their joining any union, but that there would be no increase in wages until January 1, 1918, the time the "plan" expires. He also asked for complaints, if any, and of late he has been given a large number of matters to pass upon. In Starkville, the boys say, he gave them a book in which the complaints were to be written, and there was not room enough in it to hold all that were made.

One miner said that he complained to Welborn that the boss had taken him from a day job and put him into a mining place of such conditions that he referred to it, when telling me, as a "Rock Quarry," and that Welborn said that of course the boss had a right to place men where he thought best. Now in another camp a a miner called Welborn's attention to the fact that for nine days he had sought to have the company furnish him with rails, and asked if Welborn thought that a reasonable time to wait for them, to which Welborn replied that he thought it most unreasonable to have to wait that long. Then he inquired as to who was pit boss in that place (attempting to handle cases and does not even know his agents) and upon being informed, called for him; although the boss was present, he did not respond, and after three calls a miner, pointing him out, said aloud, "There he is," and when asked by Welborn in the presence of the men, if he would see that this miner got rails he said he would, and it was attended to the next day. Now the point is, what may this active man expect from that boss for daring to bring up the bosses neglect in the presence of the president of the company? And in light of the answer of Welborn in the other case, the boss will have the backing of the company in changing this man, and when Welborn appears in that camp again, he may ask if this miner is getting along all right, and get as an answer from the pit boss, "Oh, Mr. Welborn, that young man has left the employ of the company, and I understand he is employed at such and such place," never telling that he was compelled to quit.

The same meeting at which this case came up, a Slav got up and wanted to know why he was compelled to push his cars in and out of his place, when formerly they were pulled by a mule, and the boss answered that three mules had been killed on that run and that it was too expensive to keep a mule there. This man tells me that he then said (in his broken way) "Cost too much for mule when he get killed. No cost too much for man; Ah, plenty Dago in this country, Ah!" And at this, he said, the two "representatives" got up and said that this man who just spoke had no complaint; that wages and conditions were good now in these mines. It is reported that some time during that or the next night, an explosion occurred on the porch of the houses of these two "representatives" and of course the inference is left by the press that it must have been done by those who were complaining and this Slav was called out of the mine and kept from nine in the morning to seven-thirty in the evening, in a room, and examined by detectives with a view of placing the blame upon him. Now, regardless of whether or not they were justified in suspecting him, it is only natural that the men will take it that he was being taught a lesson not to dare to complain against conditions. Again there are in that field, agents of several detective agencies, and would it not be the very thing for them to have caused this trouble in order to make a case that would assist in their firm being retained by the coal company.

A few men have been discharged for participating in the effort to organize. One of those discharged had been first called to Denver and told to cease urging men to join the union or he would be "fired," but his dismissal was formally based upon another reason.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30210
117(5)

Ottawa, November 20, 1916.

Mr. John D. Rockefeller, Jr.,
The Homestead,
Hot Springs, Virginia.

re Social and industrial work of
Miss Antoinette Greely.

Dear Mr. Rockefeller:

In your letter from Hot Springs dated November 6th, you mention being under the impression that you sent me some time ago a letter from General Greely in regard to the sociological and industrial work done by his daughter. Neither Mr. McGregor nor I have any recollection of having received this letter and we have no record of any such correspondence on our files.

I have read with the greatest interest the data with reference to General Greely's daughter's work, enclosed with his letter to you of October 21st and which you have forwarded with your communication. What I like about the statement of the lines of action followed by Miss Greely is its recognition of the obviously simple problems arising in the human relationships which industry occasions, and the apparent indifference to elaborate plans of organization. Miss Greely touches on the little things regard for which means so much in eliminating friction and fostering good-will and a sense of community

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

interest. As far as the correspondence discloses her character, I should feel that Miss Greely was the sort of person who might be very useful in any Company in which you are interested, and I think you are wise in asking the General for his daughter's address and retaining on your file the correspondence in reference to her.

I am returning the data enclosed with your letter, but am sorry that I have not the original letter from General Greely to return. Doubtless it is on some of the New York files.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30212
117(5) 193.1

Ottawa, November 20, 1916.

Mr. John D. Rockefeller, Jr.,
The Homestead,
Hot Springs, Virginia.

re T. H. Noyes and industrial relations
at German-American Button Co., Rochester.

Dear Mr. Rockefeller:

I am pleased to have the data forwarded to you by Mr. T. H. Noyes, referring to the mutual relations with his employees in the German-American Button Company at Rochester. I shall peruse this material in due course, and shall keep in mind the suggestion of the possible wisdom of paying a visit to the German-American Button Company at some time when in the vicinity of Rochester.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30213

115(6)

Ottawa, November 20, 1916.

Mr. John D. Rockefeller, Jr.,
The Homestead,
Hot Springs, Virginia.

re Article by Basil M. Manly, published in N.Y.Call,Oct.22, 1916.

Dear Mr. Rockefeller:

I have read the article by Basil M. Manly in the New York "Call" of October 22nd, referring to the expenditure of the $100,000 voted by the Rockefeller Foundation in the spring of last year to aid in the relief of distress in Colorado. It would be difficult to imagine a more outrageous statement or anything more unfair and perverted than the contents of this article.

With reference to the questions asked in your letter of November 6th bearing on the contents of the article. I would reply as follows.

Were all roads on which the Foundation money was expended State or County Highways?

Answer: Yes.

Were any of them private roads, or roads in any sense owned or controlled by the Fuel Company, or any other private company or individual?

Answer: No.

Is this also true of the road to Berwind and Tabasco, which Manly says during the strike was declared to be a private road and its use denied the public?

Answer: Yes. The road to and through Berwind and

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Tabasco is a public highway. It runs through both the camps of Berwind and Tabasco and through the camps of one or two other companies, but is none the less a public highway. I made careful inquiry into this very point at the time the question of determining the localities in which work was to be done was under consideration. The Committee under whose auspices the expenditure was made also had this very point under consideration, and I remember distinctly the Chairman of the Committee, Mr. Radford, stating that the road was a public highway and thefact the only highway by which other camps beyond Berwind and Tabasco and the farming region in that vicinity could be reached.

I believe it is a fact that during the strike, when the Company feared an attack was going to be made on the camps of Berwind and Tabasco, it did assume a right of control over the road, by barricading it for a time and preventing persons from passing through until their purpose and object was known. I imagine if anyone had cared to apply for an injunction to prevent the Company from taking this step on the grounds that it was a public highway, they would have succeeded, but apparently no such application was ever made. One of the complaints made by witnesses before the Walsh Commission was that the Company had assumed private ownership of certain of the public highways. The Berwind and Tabasco highways were the instances in point, and I recall ascertaining that the charge in this particular was correct, the explanation being that the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Company's action was in the nature of an emergency measure.

The circumstance that this road ran through the camps of Berwind and Tabasco has for years past occasioned the authorities to be more or less indifferent to its proper upkeep, on the assumption that the Company, being especially interested, would look after the highway itself and save the public authorities this expense. The Company, on the other hand, had viewed the road as a public highway, and had not attempted to keep it in condition other than such as was absolutely necessary to serve the needs of the camps. As a result, this highway had become one of the worst in the whole of Colorado.

You may remember, moreover, that each of these camps is situated in a valley and that the highway lies in the hollow; also that running through the valley is a stream which intersects the road at three or four different places. This stream also runs very close to a railway track, which follows the line of least resistance through the valley. Between the railway track and the stream the road was one of the most dangerous to be found anywhere in the west. I was told that in the spring of the year the stream had frequently risen to such a height that days would pass before it would be possible for a conveyance to get either in or out of the camps. There were no bridges or culverts over the stream, which had to be forded at different places at all seasons of the year. Besides, with the spring floods, part of the road adjoining the stream would be washed

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

away every spring. No individual and no conveyance was immune from possible disaster from this highway as it was at certain times of the year.

The obvious neglect of this highway on the part of the public authorities in the past afforded the special reason why, with the opportunity presented by the funds of the Rockefeller Foundation, it should receive attention. Moreover, as you will remember, the homes of most of the workingmen employed in these camps were built right on the roadside; their front doors opened out on to the road. There was, therefore, a further reason, having regard for the home life of the workingmen and their families, why if possible some improvement in these roads should be made.

There is not at the present time and there never was, a stone wall built around either of these camps or around any camp of the Colorado Fuel and Iron Company. The only walls constructed at Berwind and Tabasco are two walls in the nature of retaining walls, the one along the side of the stream at places where the bank was continually washing into the river and thereby destroying the road and near the railway tracks where the road sloped from the houses to the tracks; and the other around a part of the hill on which the public school is built.

You may recall that it was stated before the Walsh Commission in New York that the children of one of the coal camps had not even a playground around their school. It was

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the school at Berwind that was referred to. As you will recollect, the school there is built on the side of the hill which slopes down on to the river, the road and the railway. It was a particularly treacherous and dangerous place for children to play. By cutting off a part of this hill, erecting a stone wall as a retaining wall, and using the earth that was taken away to fill in to a higher level, it was possible to make a level space of playground of considerable size and by having an iron fence placed around the top of it to render this playground perfectly safe for the children. The school is a public school, not a school owned by the Company, though the children attending it are inevitably mostly from the families of persons employed by the Company.

One plan adopted by the State Committee which had to do with the expenditure of the fund was to seek to obtain wherever possible the co-operation of farmers, owners of motor cars, business concerns, and the like, in supplementing the fund provided by the Foundation. Where this was not supplemented in cash, it was supplemented by the loan of horses, teams, and the like. While the work of improvement on the Berwind-Tabasco highway was going on, the Company loaned some mules, and possibly some of its men, to assist in the work, but this was in the nature of a separate contribution. Then, as the highway had been repaired, the Company undertook the fencing of the properties of the employees, but that was also independent of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the fund and was done as part of the Company's general policy of fencing the properties of its employees in each of the several camps.

This statement, I think, answers the two additional questions, namely:

> What about the stone wall at the Berwind Camp - was that built on the highway or on the Company's property; and the further question in regard to the stone wall around the school property.

The answer to which is that it was built, not around the Company's property, but around the public school property.

In case you may not have a copy of the same at hand, I am enclosing with this letter one of the reports of the State of Colorado Committee on Unemployment and Relief. If you will look at pages 19 and 21 of this Report you will see exactly the nature of the changes wrought by the road work at Berwind, both as respects the school grounds and the highway.

Though you do not ask specifically with reference to the expenditure on the Las Animas highway, it may be well, nevertheless, for me to point out that work on this highway had been commenced before any funds were obtained from the Rockefeller Foundation. It was the first road on which the voluntary committee at Trinidad had started to employ men as a means of giving them relief. This highway, as you will recall, runs along the side of the Las Animas River. It is quite true that three or four of the coal camps are reached by this highway, but it is also true that it is one of the oldest highways

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

in the State; the whole farming district in that part of southern Colorado is also reached by this same highway, which is one of the most important in the State. The special need for road work on this particular highway was due to the circumstance that it is located on the bank of the river, and just as in the case of Berwind and Tabasco, was subject to washouts every spring, washouts as dangerous to life and limb as prejudicial to travel and traffic.

It should be remembered, too, that the expenditures of the funds were made, not by any officer or person connected with the Rockefeller Foundation but by the Committee on Unemployment and Relief, which was a State Committee appointed by the Governor himself, and which had other funds as well as the funds from the Foundation to be responsible for. This Committee sought to distribute the money in a manner that would best serve the dual purpose of, first, aiding families in the vicinities in which aid was most required, and secondly, of improving roads where road improvement was most needed. Having this dual object in view, it was obvious that roads in the vicinity of camps where starving families were resident were certain to receive first consideration. So far as the Committee was governed by any motive, this, I believe, was its sole and only motive in choosing the localities it did for the expenditure of the funds.

As Mr. Murphy and I had a talk together concerning this matter, on my way through New York, I am sending a copy of this letter to him.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30220



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THE HOMESTEAD
H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 7th, 1916.

Dear Mr King:

I have your letter of November 4th and learn with much satisfaction of your improved condition and good prospects. Do not hasten your departure from Baltimore, but be sure to stay until the Doctors feel it is entirely prudent for you to leave.

The attitude of Doctors Barker and Meyer is what I had expected. What a pleasure it is to have dealings with men of such splendid ability and high character!

With every good wish for your continued and rapid improvement, I am,

Very sincerely,

John D. Rockefeller Jr.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30221 117(5)



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THE HOMESTEAD

H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 7th, 1916.

Dear Mr King:

I am sending at Mr Rockefeller's direction an issue of the American Iron and Steel Institute bulletin for the month of April, 1916, which contains an article on The Commonwealth Steel Company, regarding which company, Mr Rockefeller may have written you before.

If ever you have an opportunity to visit the plant at St Louis, Mr Rockefeller thinks it may be worth your while to do so.

Very truly,

Robert W. Gumbel.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30222
117(5)

Ottawa, November 20, 1916.

Mr. Robert W. Gumbel,
The Homestead,
Hot Springs, Virginia.

Dear Mr. Gumbel:

Mr. King has received your letter of the 7th instant and the Bulletin of which it makes mention. He is glad to have the article on The Commonwealth Steel Company and has made a note to visit the works when a favorable opportunity presents itself.

Yours very truly,

F. A. McGREGOR

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30223 1/5(2)



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THE HOMESTEAD
H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 8th 1916

Dear Mr King:

I am sending you four numbers of the Industrial Record of Alabama, in which the Colorado Industrial Plan is printed in full, with a most friendly introduction and closing word. It will interest you, as it has me, to know that an organ such as this seems to be should be sufficiently interested in the Plan to give it this publicity. The papers need not be returned, or this letter acknowledged.

Very truly,

John D. Rockefeller Jr.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30224

The Industrial Record
Organ of Alabama Safety Association

May 8, 1916 to June 19, 1916

COLORADO INDUSTRIAL PLAN OF JOHN D. ROCKELLER JR.

First Installment.

The Colorado Industrial plan as formulated by John D. Rockefeller, Jr., for the Colorado Fuel and Iron Company and which was adopted by 84.47 per cent of the employes, will be printed in the INDUSTRIAL RECORD. The first installment is given today. Others will follow during the next few weeks. This plan will, no doubt, prove of wide interest in this district.

The plan follows:

The Industrial Representation Plan printed in full, in four instalments.

THE END

NOTE—The foregoing installment of the Rockefeller industrial plant concludes an arrangement that was accepted by over 85 per cent. of the Colorado Fuel and Iron company employes and has been in successful operation since the visit of John D. Rockefeller, Jr., to Colorado in October of 1915. While in that state Mr. Rockefeller in the most Democratic fashion visited the operations, dined with coal diggers, danced with their wives and daughters and convinced the compnay men of his sincerity and thorough interest in their welfare and in their labor. His plan has proven of great worth in Colorado and has been the means of establishing the most cordial and satisfactory relations between the employes and the officials.

It is to be hoped that the plan will continue to prove successful and that its service may be incorporated in other communities where the desire is sincerely entertained to bring employes and officers in closer relation and understanding.

The first installment of "The Colorado Industrial Plan," by John D. Rockefeller, Jr., is printed on page two. READ IT.

THE ROCKEFELLER PLAN.

The second installment of the Colorado industrial plan as formulated by John D. Rockefeller, Jr., and which was adopted by a large majority of the company employes of the Colorado Fuel and Iron Company is published on page 8 of the INDUSTRIAL RECORD TODAY. This installment gives a clear and forceful exposition of the fairness of the plan to employes and should attract the attention and interest of every industrial man in the Birmingham District.

THE FINALE.

The last installment of the industrial plan as outlined for the Colorado Fuel and Iron Co., by John D. Rockefeller, Jr., is pointed in the Record today. It has a PUNCH, plus. So fail not to read the last chapter. Also: How about it?

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30225
115(2)

Ottawa, November 28th 1916.

Mr. John D. Rockefeller, Jr.,
The Homestead,
Hot Springs, Virginia.

Dear Mr. Rockefeller:

I was pleased to see the reprinting in full of the Industrial Representation Plan in the four numbers of the Industrial Record of Alabama which you kindly sent me; also to note the friendly introduction and closing word. Communications of this kind help to offset the erroneous and false impressions created by articles such as the one by Doyle in The American Federationist, which I also received and which is referred to in your letter of the 6th instant. With respect to Doyle's article, it seems to me that its admissions in favor of Mr. Welborn's policy and attitude outweigh its assumptions and perversions in other directions.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30226

115(1)



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THE HOMESTEAD
H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 10th 1916

Dear Mr King:

After reading the enclosed letter from Doctor Bon O Adams, will you kindly return it to Mr Rockefeller and tell him whether you have ever considered with Mr Welborn the adaption of the PLAN to the Supply Company and the Colorado and Wyoming Railway. Will you also be good enough to state how the substituting of the word DEMOCRACY for the word PLAN strikes you ?

- -- - -- - -- -

I hope you are feeling quite your-self again.

Very truly,

Robert W. Gumbel.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30227
115(1)

Extract from letter from Dr. Bon. O. Adams,
1029 W. Lewis St., San Diego, California
(formerly of the Minnequa Hospital, Pueblo)
addressed to Mr. Rockefeller, Jr. under date
of November 1, 1916. Letter returned to
Mr. R.

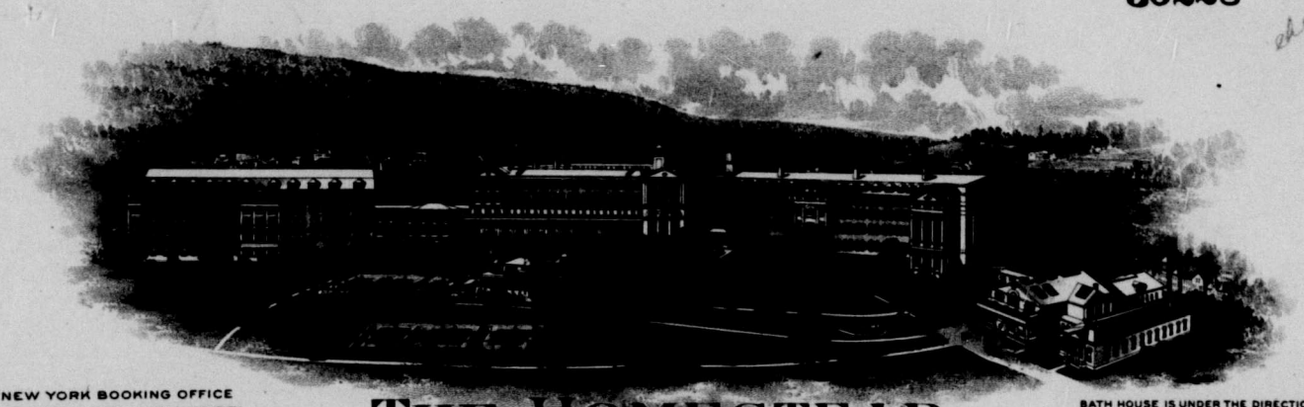
"Last year when in the room next to yours at the Doctors' Residence at the Hospital, I unavoidably overheard the earnestness with which you and Mr. King discussed the Plan the night before you presented it to the men. I was sure that with such force and such a spirit back of any Plan it must succeed. I said then to Mrs. Adams "Here tonight is being born a real Democracy of Industrial Life."

To me, the need of such a Democracy was sorrowfully apparent for into my hands at the hospital had come many of the victims of the bootless warfare of the strike--some going on to their final reward, and some recovering to carry bitter rancor in their hearts."

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30228



NEW YORK BOOKING OFFICE
THE RITZ-CARLTON HOTEL
46TH STREET & MADISON AVENUE
ROOMS FOR THE HOMESTEAD HOTEL
MAY ALSO BE RESERVED AT
THE RITZ-CARLTON, PHILADELPHIA

THE HOMESTEAD

H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 13th 1916

Dear Mr King:

Just this word to greet you on your return home and to express the hope that you have come back a new man in mind and body.

Your letter from Baltimore, written on the eve of your departure for Atlantic City, brought good news of your further progress. I am sure that the experience of the last couple of weeks will mean much to your future health and happiness, and am so glad it came when it did, rather than being longer deferred. I trust that you have taken every precaution not to reinfect your nose until it is entirely healed.

Mrs Rockefeller and I are enjoying the rest and quiet of this beautiful place. Perhaps because I came here quite tired, I caught a bad cold immediately upon arrival and was in the house for about a week. Now, however, I am again enjoying the outdoor life and getting much rest and refreshment.

While I have been immensely relieved as a result of your willingness to let Mr Welborn correspond with you in regard to Fuel matters with which you are familiar, and shall be glad to have him continue to write you with the same freedom, I am inclined to feel that a continuation of the present arrangement might lead rise to misunderstanding on the part of outsiders were it ever to become the subject of consideration, - for it might seem to point to an official relationship to the Company on your part, which does not exist, and which, in view of your position with the Foundation, would be subject to criticism, if it did exist. I am sure you will not misunderstand my point.

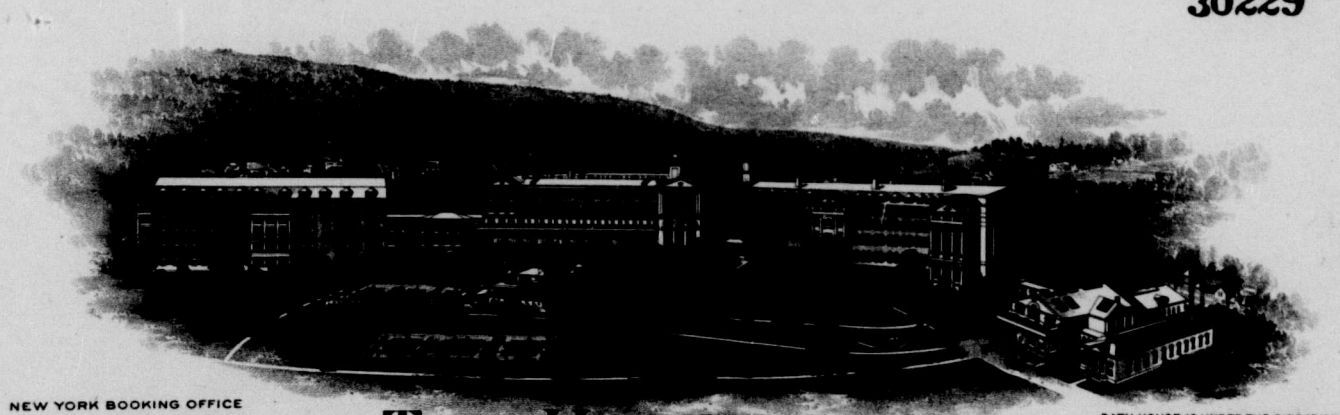
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I will not write Mr Welborn on this subject until

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30229



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BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. Sheet No 2

hearing from you -- and let me take this opportunity of telling you how much of a relief it has been to me to follow the course which you so kindly suggested when at Seal Harbor. I know that the questions which have come up have been given the wisest consideration by you, and that the situation has been materially helped by your watchful interest and advice.

x 8.17.

We shall be here for at least ten days longer.

Very sincerely,

John D. Rockefeller Jr.

Mr W L Mackenzie King,
The Roxborough, Ottawa, Ontario, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30230

117(25)

Ottawa, November 20, 1916.

Mr. John D. Rockefeller, Jr.,
The Homestead,
Hot Springs, Virginia.

Dear Mr. Rockefeller:

With reference to the part of your letter of November 13th which refers to the possible misunderstanding which might arise on the part of outsiders were the tentative arrangement made during the summer with respect to correspondence between Mr. Welborn and myself to become the subject of consideration, I agree entirely with the view which your letter expresses, that as it stands the arrangement might seem to point to an official relationship to the Company on my part which does not exist and which, in view of my position with the Foundation, would be subject to criticism if it did exist. I entirely understand your point, and while I am more than pleased at having had opportunities which the arrangement afforded to deal with certain matters which were of concern this fall, and the working out of which will, I believe, prove not less beneficial to the Industrial Plan than to the Company's business interests, I am equally pleased at this time to feel freed of the special responsibility which I have felt was necessarily mine ever since I asked you to

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

allow me to relieve you entirely of concern with respect to the industrial relations of the Company, in so far as it might be possible for me to do this.

If in any degree, however slight, the confidence reposed by you in me has been aught of a relief to you, I am more than gratified, for, while it was a source of pleasure and profit alike to have the opportunities which this responsibility afforded, it is a source of double satisfaction to me to know that the arrangement has brought with it something of relief to yourself as well as of advantage to me. I think you may feel that, all considered, it was for the best and that no harm, and possibly some good, has come as a consequence.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30232 114(8)



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THE HOMESTEAD
H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF
DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 17th 1916

Dear Mr King:

Referring to the attached clipping from the NEW YORK WORLD of November 2nd - Mr Rockefeller knows the statement will be as gratifying to you as it is to him.

Please do not trouble to acknowledge or return the clipping, you may perhaps care to file it.

Very truly,

Robert W Gumbel.

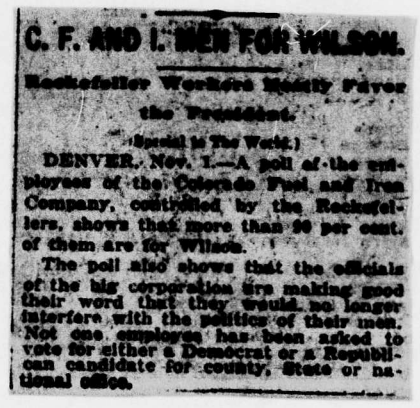
Mr W L Mackenzie King,
Ottawa, Ontario, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30233

THE NEW YORK WORLD,
Thursday, November 2, 1916.



C. F. AND I. MEN FOR WILSON.

Rockefeller Workers Mostly Favor the President.

(Special to The World.)

DENVER, Nov. 1.—A poll of the employees of the Colorado Fuel and Iron Company, controlled by the Rockefellers, shows that more than 90 per cent. of them are for Wilson.

The poll also shows that the officials of the big corporation are making good their word that they would no longer interfere with the politics of their men. Not one employee has been asked to vote for either a Democrat or a Republican candidate for county, State or national office.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30234

115(1)

Ottawa, November 21, 1916.

Mr. John D. Rockefeller, Jr.,
The Homestead,
Hot Springs, Virginia.

Dear Mr. Rockefeller:

I return Dr. Adams' letter of the 1st instant, which I received under cover of a communication from Mr. Gumbel of the 10th instant. Mr. Gumbel asks that you be informed whether I had ever considered the adaptation of the Plan to the Supply Company and the Colorado and Wyoming Railway.

I had not considered its adaptation to the Supply Company, but while in Colorado in September I discussed with both Mr. Welborn and Mr. Hicks the adaptation of the Plan to the Railway. As I recall our discussion at the time, all the essential features were agreed upon and Mr. Hicks expected to have a tentative draft of the adaptation to the Railway in printed form in the then immediate future. A matter that required a little consideration was the question as to who might best serve as Industrial Representative. It was thought, and I think the suggestion came from the President of the Railway, that Mr. Hicks himself might serve in this capacity, at least for a time. Mr. Hicks' experience with railway men in Y. M. C. A. work seemed to suggest a special fitness from

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

one point of view, and the opportunity which the filling of this position would naturally afford to bring Mr. Hicks into personal contact with some of the employees and their social and industrial conditions, seemed to give reason from another point of view why there would be an advantage in the President's office being brought thus immediately into contact with the employees and matters pertaining to their welfare. It was agreed that the draft should be tentatively drawn along these lines, and when printed copies were to be sent to you and to me for final revision, if need be, and approval. I have no doubt that Mr. Hicks has the matter well under way, and that probably only a communication is required to have this further extension of the Plan made before the present year expires.

I had not thought of or discussed with Mr. Welborn the question of the adaptation of the Plan to the Supply Company. This Company would appear to be a commercial rather than an industrial concern, and therefore in some of its particulars the Plan as it stands would be more extensive than would seem appropriate were its adaptation to this Company to be considered. I see no reason, however, why the main essentials of the Plan should not be extended to the Supply Company as well, if the numbers of men employed by the Company are sufficiently large to warrant it. I should want, however, to know more about the nature and extent of the work of the Supply Company and the present relations existing between the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

management and the employees before advising an extension to this concern. Perhaps it would be as wise to confine the Plan to the industrial enterprises as distinguished from the commercial phases of the Company's work.

I do not think that the substitution of the word "Democracy" for the word "Plan" would be wise. It is a Plan of Industrial Representation. It would have to be considerably developed in many of its features before the relations it seeks to establish could be regarded as those of a real democracy. Besides, the word "Democracy" is a much mis-used term and one which should be used with greater caution than it is. The word "Plan" carries with it nothing more than the term itself suggests. Who can say what the term "Democracy" does or does not imply?

Yours sincerely,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30237

115(6)



NEW YORK BOOKING OFFICE
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THE HOMESTEAD

H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 22nd 1916

Dear Mr King:

Your letter of November 20th, answering so fully mine of an earlier date, enclosing an article by Basily M Manly published in the NEW YORK CALL in regard to the expenditure of the $100,000 fund voted by the ROCKEFELLER FOUDATION for relief of distress in Colorado after the strike, is received.and covers fully the situation.

Very truly,

John D. Rockefeller Jr.

Mr W L Mackenzie King,
Ottawa, Ontario, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30238
115(1)



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THE HOMESTEAD

H. ALBERT, RESIDENT MANAGER

BATH HOUSE IS UNDER THE DIRECTION OF DR. FRANK HOPKINS, MEDICAL DIRECTOR
OPEN ALL THE YEAR

HOT SPRINGS, VA. November 25th 1916

Dear Mr King:

Mr Rockefeller believes the attached matter will interest you.

Please return it when you have gone over it. As you know we leave here on Monday next.

Very truly,

Robert W Gumbel

Mr W L Mackenzie King,
Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30239

11/24/16

Copy for Mr King to read - and afterward destroy.

R.M.G.

November 24th 1916

Dear Mr Welborn:

Owing to the fact that my vacation of last summer was not as restful as it should have been, Mr King kindly took up with you during the Fall various industrial questions which arose from time to time in connection with the Fuel Company. His assistance was a great relief to me, and I know that his counsel and cooperation has been as acceptable to you, as it has proved valuable to the Company.

I am returning to New York the first of next week, and as a result of the further rest which Mrs Rockefeller and I have had here, I am in good health and ready to resume active relations with business matters. From now on, therefore, I shall be glad to have you write me as formerly in regard to any matters connected with the Company, industrial or otherwise, which you think that I ought to be advised about and in respect to which you desire to confer with me.

I am sending a copy of this letter to Mr King, having had a conference with him on the subject.

Please destroy this letter, of which I am keeping no copy.

Very truly,

Mr J F Welborn,
Denver, Colorado.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30240

115(1)

Ottawa, November 28, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I was much pleased to see the enclosed communication from Mr. Calloway of the Davis Coal and Coke Company, and the reports of the members of the Industrial Committees of the several mines and the Company's representative. It is very gratifying to see an industrial representation plan being worked out at these mines.

I am wondering whether before returning the reports you may not think it advisable to show them to Mr. Weller. It would afford you opportunity for pressing the importance of the inauguration of some similar plan at Bayonne and in the other Standard Oil industries, and would, I think, be the sort of evidence of beneficial results of so doing which would appeal to Mr. Weller himself. Ever since you spoke to me about the situation at Bayonne, I have thought considerably of it, and I feel you cannot too strongly press your views.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30241

THE DAVIS COAL AND COKE COMPANY

Continental Building

BALTIMORE

A. W. CALLOWAY
President

November 22, 1916.

Dear Mr. Rockefeller:

Under separate cover I am sending you two copies of December issue of our Employees' Magazine, together with the original copies of reports of our new Industrial Committee.

We have our modified Industrial Plan in operation at our mines and so far it has been well received, and we think has been of material assistance to us. Naturally it is a new proposition and may develop some weak features which will have to be strengthened from time to time, but I think the chief asset of this plan is its absolute simplicity. As soon as the plan has developed sufficiently for us to have pamphlets printed describing it, we will forward you a number of copies.

Everything seems to be moving quite smoothly around the mines and we are hopeful that a relationship has finally been established between our employees and ourselves that will result in mutual advantage to all.

May I trouble you to return the reports for our files when they have served your purpose.

Very truly yours,

A. W. CALLOWAY

Mr. John D. Rockefeller, Jr.,
26 Broadway, New York City.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30242

117(9)

26 Broadway
New York

December 2, 1916.

Dear Sir:

Mr. Rockefeller, Jr. directs me to enclose to you the attached letter from Mr. Welborn, and to ask that you return it to him when you have finished with it.

Very truly,

J. Adams.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30243

117(9)

Ottawa, December 5, 1916.

Mr. Robert W. Gumbel,
26 Broadway,
New York.

Dear Mr. Gumbel:

Mr. King is glad to have had the opportunity of reading the enclosed communication from Mr. Welborn, with which is attached the cutting from the United Mine Workers Journal relating to union organization work in Colorado.

Yours very truly,

F. A. McGREGOR

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30244
117(26)

26 Broadway
New York

December 4, 1916.

Dear Mr. King:

Among the letters which have come to the office in regard to the little booklet on the Colorado Industrial Plan are inquiries as to how the plan is working. In talking with Mr. Lee the other day, he raised the question as to whether it would not be well for me to prepare a statement, setting forth my views of how the plan is working and how successful it is. I told Mr. Lee that it seemed to me such a statement would be premature; that after another year or after the present contract with the miners has expired and what by some people, like Mr. Low, has been referred to as the critical time in the history of the plan has been passed, then it might seem appropriate to make some statement. To this Mr. Lee replied that while it was of course true that at this juncture I could not speak with finality in regard to the plan, on the other hand, so far as I am concerned in the matter, so far as my good faith and my earnestness of purpose and my efforts are concerned, everything has been done that can be done and an honest, earnest attempt to do for the employes of the Fuel Company everything that is right and fair has been made. This is true, as Mr. Lee puts it, quite irrespective of what the ultimate fate of the plan may be. Even if the union should succeed in overturning it, these facts stand. It was his opinion, therefore, that it would be the wiser thing for me to put on record now what I had tried to do and the spirit in which I had tried to do it, rather than to wait until a complete test had been made, for eighteen months hence, if the union should have captured the plan or some other untoward circumstance had brought about its less successful operation, the failure or discredit would not be attributable to me, but to forces beyond my control.

The suggestion is worth considering. How does it strike you? Should we decide that it is a desirable thing to do, it could be done either through the preparation by me of an article or through my making an address before some public body. I am receiving invitations of the latter kind constantly. The last one that has come to me I enclose herewith. Please return it at your early convenience, since I have not yet replied to it. I am also enclosing a letter from President Schurman of Cornell, asking me to speak to the students and professors there on Founder's Day. I have wondered for some time whether there would be any advantage in my ad-

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30245
111(26)

dressing a body of students, particularly a body like this, composed so largely of engineers who go out into the practical affairs of life, on some such broad subject as the Brotherhood of Man, the pith of the talk being the necessity for assuming a different attitude toward the worker in industry, in the home, in every walk of life, than has been assumed by the generations of the past. May it be possible to help these young men to see the new light, so that they will not have to pass through the experiences of their elders in order to learn that the old fashioned Bible teaching of brotherhood is after all as applicable or more applicable to life today, business as well as social, than it was when the doctrine was first enunciated by Christ?

You know how much I shrink from making addresses or writing articles. For my own personal convenience and comfort I hope you will not favor these suggestions. On the other hand, I know you will give me a perfectly frank and unbiased opinion. I want to be useful in the situation and render service wherever I can be of the most help.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Please destroy.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30246

117(26)

Ottawa, December 6, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I have no hesitation whatever in very strongly urging you to accept President Schurman's invitation and to speak on the subject you have in mind. The occasion, the audience, and the theme are all eminently appropriate, and I hope, thbs matter how much you may shrink from it, you will promise to give the address.

Whilst holding to the subject you have suggested, I should consider carefully the designation to be given it. "Right Relations in Industry"; "Capital's First Duty to Labor"; "The Business Relationship a Means of Promoting Brotherhood"; - any one of these or some such title would seem to be appropriate. The address might be prepared with a view to its publication in pamphlet form after its delivery; and to bring home the truth you wish most to emphasize it might well conclude with the assertion what what you have been seeking to emphasize was the far-reaching significance in business and social life of the application to industrial relations of the doctrine of human brotherhood enunciated by Christ nineteen hundred years ago.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I do not feel so drawn to the Cleveland Advertising Club or the Advertising Affiliation as being the right kind of organization before which to speak; not that I do not see great mutual advantage in your becoming thus personally acquainted with the personnel of this organization. I fear just a little the satirical use that might be made of the circumstance of its being an "advertising" club. If it were a press association, there would probably be more ground for the kind of comment that the apparent selection of this particular organization out of many others might occasion, but it would be less likely to occur. I think you should welcome the first good opportunity to meet a large gathering of representatives of the American press. My objection to your acceptance of the Cleveland Club's invitation amounts to nothing more than one of appearances, but it seems to me, to get the right perspective on it, you must consider the impression that might be created in your own mind were some public man such as Mr. Hughes or Mr. Wilson for the purposes of an address to select this body to the exclusion of most others. The circumstance of Cleveland being a sort of "home town" might make a difference, and were you to accept the invitation you might well repeat there the address you give at Cornell.

I doubt the wisdom of your preparing a statement or article at this time on the workings of the Colorado Industrial Plan. You could not prepare it on knowledge gained at first hand; it would have to be based on what the "officials" have told you. That of itself would create adverse comment. Much

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

better wait until your next visit to Colorado, and have the preparation of such an article in mind as one of the objects to be carried out in connection with it. The statement would then come with a force that would carry weight. Inquiries as to the workings of the Plan would to my mind be much better answered, in the interval, by furnishing inquirers with a copy of the C. F. & I. Bulletin, and suggesting that application be made to the Company for other copies, or that communication be had direct with the officers of the Company and the men's representatives, a list of whose names and addresses appears opposite the title page. It seems to me that the booklet, which I judge is still going out, carries with it about all that it would be possible for you to appropriately say in the way of putting on record what you have tried to do and the spirit in which you have tried to do it. A repetition at this time of what you have already said might only occasion misunderstanding of the motive.

I return herewith the letters from the Cleveland Advertising Club and President Schurman, enclosed with your communication.

Yours very sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30249

Personal

Ottawa, December 18, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I have, after repeated requests for some of the accounts, at last received the only one outstanding, and have completed payment of the medical services rendered during my stay in Baltimore. Adding up the several bills, including the Hospital expenses, payment to the various physicians, the cost of X-ray plates required by the physicians, and my expenses from New York to Baltimore and return, as well as my expenses while in Baltimore, respecting all of which you so kindly asked me to send you a memorandum, the total expense amounts to three hundred and fifty-six dollars.

It is indeed not without a feeling of some embarrassment that I send you this memorandum, but it is with greater difficulty that I attempt an expression of thanks for so great a kindness as that of your wish to meet the expenses incidental to this visit. The amount as it stands is considerable. What it might have been had Dr. Barker and Dr. Meyer not insisted upon foregoing any charge, I hesitate to surmise. I should mention that Dr. Coriell, who treated my teeth for pyorrhoea, Dr. Grieves, who made the preliminary examination of my teeth for Dr. Barker, and Dr. Walter A. Baetjer, who made the blood tests, took the same attitude as Dr. Barker and Dr.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Meyer. Both Dr. Coriell and Dr. Grieves mentioned that Dr. Barker had spoken to them and that there would be no charges for the services they had rendered. Dr. Baetjer expressed his wishes in the matter in a letter which I have received, since returning from Baltimore, in reply to my letter requesting his account. In this letter Dr. Baetjer says:

> "I am of course familiar with the work you have done in connection with the Rockefeller Foundation, and on account of the gratitude that all medical men feel toward those who have been connected with the Foundation, I trust that we may be accorded the privilege of extending our services as a courtesy."

Dr. Barker has sent me an epitome of his study of my case, which includes the reports of his several colleagues. It has been exceedingly gratifying to find that there is no indication of organic trouble of any kind, and that the several tests indicate that such nervous anxiety as I have had has been mostly due to a condition which an examination such as I have recently had would have helped to successfully remove six months ago. Combined with the counsel and advice of Dr. Barker and Dr. Meyer on how to live and what to avoid in thought as well as in daily conduct, I find that this visit to Baltimore has given me a new sense of power and a new lease of life. These are very big gifts to attempt to acknowledge, but to know that through your kindness they come as an offering of friendship adds not a little to the joy which they bring. I can only hope that through the larger

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

measure of service which they may render possible something will be accomplished sufficiently worthy of such generous action.

With real gratitude and renewed thanks, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30252
177(27)

Ottawa, December 18, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

With the drawing to a close of the year now so nearly at an end, I have been forced to recognize how far short of what I anticipated at its beginning my work has come. I had hoped and expected to be concluding the year with the draft of the concluding chapter of my book, but the nature of intervening unforeseen events has maddered this impossible. In ways I had never expected, time that should have been given to concentrated thought upon my studies for the Foundation has been lost, either through anxiety or the meeting of domestic situations of an imperative nature to meet which I alone could be looked to. Matters of one kind or another which on account of my father's blindness I had to attend to before his death; the settlement of matters connected with his estate after his death; the moving of my parents from our Toronto home into an apartment in the late spring; and the closing up of this apartment again in the fall; these all required my personal attention and supervision. Then there was my mother's illness in the early spring, which at the time I greatly feared might have serious consequences; my brother's illness, which has given me continuous concern,

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

though less and less concern of late; and then my own nervous condition over a part of the year, a condition which caused me considerable distress of mind and necessitated an absence from work for a definite period and much imperfect work and needless worry. I see the effect of this worry on some of the work as I now revise it under the clear sky which is once again above my head. But as one who has been placed upon his honour in the matter of his services, these interruptions have left me with the feeling that the return such as it has been possible to make, in time and quality of work, is not commensurate with what I have received.

It seems to me that it will take to the end of March for me to reach the point which, when the year began, I had expected to arrive at ere its close. I have thought, therefore, of asking the Foundation to allow me to forego entirely my salary for the months of January and February of the new year. Under my agreement with the Foundation I am entitled to a month's vacation. Part of the time allowed for vacation was enjoyed as such, but part of it was devoted to the Foundation's work. If the Foundation will allow me to forego the next two months' salary as suggested, this, with the vacation time given to work arising out of my association with the Foundation, would make an equivalent of about two-and-a-half months, a period which I am sure would more than cover what out of the year has been lost to the Foundation for the reasons cited.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I write to you as President of the Foundation to ask that this proposal be laid before the Executive Committee, and I do so, not less because of my own feelings as to what is right and just, than out of deference to the consideration shown me by the Committee under the circumstances mentioned.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30255
117(26)

26 Broadway
New York

December 19, 1916.

Dear Mr. King:

I have accepted President Schurman's invitation to speak to the students at Cornell on Founder's Day, January 11th.

As regards a subject, I note your suggestions and am making some counter-suggestions, as to which I shall appreciate your frank criticism. "Brotherhood in Industry" most exactly expresses my thought. On the other hand, "Brotherhood" may be thought to mean such brotherhood as the Brotherhood of Locomotive Engineers, etc. Therefore, I am wondering whether the word "brotherliness" might prevent that confusion, the title being "Brotherliness in Industry". This, of course, is a little cumbersome. The same idea might be expressed as follows: "Brotherhood of Man in Industry". "The Golden Rule in Industry" gives the idea, but might seem too much like preaching. "The Personal Relation in Industry" appeals to me, if you think it would be clearly understood, also "The Humanizing of Industry". Perhaps, however, this last title has been used before.

Your suggestion of "The Right Relations in Industry" is good. I like it better than the next suggestion, "Capital's First Duty to Labor". It seems to me that it would be better not to use in the title the words "Capital and Labor". "The Business Relationship - A Means of Promoting Brotherhood" is also excellent.

Please criticise these all freely.

Very truly,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30256
117(26)

Ottawa, December 21, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

"The Personal Relation in Industry" appeals to me as an eminently appropriate title for your address to the students at Cornell. Its meaning is, I think, quite apparent, and it emphasizes the main theme of your address without disclosing too concretely its central idea.

I agree entirely that it is better to omit all use in the title of the words "Capital" and "Labor". I like both "Brotherhood in Industry" and "The Humanizing of Industry" as titles. They are better than the ones I put forward tentatively and merely as suggestive. "The Personal Relation in Industry" is, however, better than either, and I hope you will fix upon it.

I am delighted to know that you have accepted President Schurman's invitation, and I believe that great good will come of your address.

Knowing the excellence of your own preparation, I hesitate to suggest the possibility of my being of any service in looking over your manuscript before the address is delivered

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

or printed. I know, too, your own preference, and the advantage from many points of view of having the thought and expression entirely your own. If, however, it would lend any measure of added confidence to have me take the part of a friendly critic, you need no assurance of the pleasure such an opportunity would afford.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30258

117(26)

Ottawa, December 30, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

I am glad to know you have decided upon the title "The Personal Relation in Industry" for your address at Cornell. I shall look forward with keen interest for accounts of it, and shall be grateful for any press or other references which you can arrange to have forwarded to me.

You are quite right in assuming that I am destroying all letters that have to do with correspondence such as the present, and am retaining only strictly personal and what may be regarded as official communications on my files.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30259 chgd

26 Broadway
New York

December 21, 1916.

Dear Mr. King:

Your letter of December 18th is received. I note that the total cost involved in your trip to Baltimore, your stay there and your medical treatment and its accessories comes to $356., a check for which it gives me pleasure to enclose herewith, in fulfillment of my promise.

When one considers what you have gotten of restored health and vigor and hope, and further considers what the service rendered to you by these able physicians is commercially worth, the amount seems insignificant. I am very happy to have this little part in bringing about the change in your wellbeing.

How refreshing it is in this age of materialism to meet with the spirit of unselfish helpfulness which so many of these doctors have shown you.

Rejoicing with you in your restored health, in view of which this Christmas time must be to you a period of peculiar thanksgiving, I am,

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 15

30260

TO

Mr. W. L. Mackenzie King
Ottawa, Canada.

VOUCHER NO. 121037

FROM

JOHN D. ROCKEFELLER, JR.
26 BROADWAY, NEW YORK

THE CHECK HEREWITH IS TENDERED IN FULL PAYMENT OF THE FOLLOWING:

In accordance with Mr. John D. Rockefeller Junior's letter
of December 21st, 1916---------- $356.00

PLEASE DETACH AND DEPOSIT CHECK. NO ACKNOWLEDGMENT REQUIRED. KEEP THIS VOUCHER FOR REFERENCE.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30261

December 27, 1916.

Dear Mr. Rockefeller:

It was particularly pleasing that the more than generous expression of personal good-will which your kind letter of the 21st instant and its enclosure conveys should have been received just in the heart of the Christmas season.

I have indeed experienced a very real sense of thankfulness for the complete restoration of my health and vigour, and not the least gratifying part to me has been that I owe it so largely to your own kind consideration and generosity. Please accept anew my more than grateful thanks. I shall carry into the New Year from the Old few memories more cherished than your unfaltering kindness and friendship from its beginning to its close.

Yours very sincerely,

W. L. MACKENZIE KING

Mr.John D.Rockefeller,Jr.,
26 Broadway,
New York.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30262
117(27)

26 Broadway
New York

December 22, 1916.

Dear Mr. King:

Your letter of December 18th, referring to certain conditions which have interrupted your work for the Foundation during the past year, lies before me.

I shall be glad to take the matter up with the Executive Committee of the Foundation, as you request, and will do so at the first opportunuty. I know that the Committee will much appreciate the position which you take in this matter.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30263
117(26)

26 Broadway
New York

December 22, 1916.

Dear Mr. King:

My mind is a little hazy in regard to the period at which your present engagement with the Foundation terminates. At your request, the engagement has been for but one year at a time and has been renewed from year to year. My impression is that the present engagement runs until the annual meeting of the Foundation, which comes the latter part of next month. I feel confident that it will be the desire of the Foundation to renew the arrangement for another year, and will take the matter up with the Board for formal action at the coming meeting.

Before another year has elapsed, I trust that your present studies will be in such shape as to enable the Board to fully understand your ideas and plans in regard to this work. With this clearer comprehension of the meaning and possibilities of your work and availing of the counsel and judgment of Dr. Vincent, who will by that time be closely in touch with what you have done as well as what you have in mind, the Foundation will be able to consider and decide upon what the future policy of the Department of Industrial Relations should be.

Please regard this letter, then, as an informal renewal of your engagement with the Foundation for another year from January first, 1917, or from the date of the January meeting of the Foundation, at whichever time your present engagement expires.

Very truly,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30264
117(27)

Ottawa, December 27, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

It is with genuine pleasure and a deep appreciation of your kind thoughtfulness in writing thus early that I thank you for your letter of the 22nd instant, informally renewing my engagement with the Foundation for another year.

Nothing could be quite so gratifying to me as this evidence of the continued confidence on the part of yourself and the Foundation. I look forward expectantly to realizing your wishes as expressed with reference to my present studies. As I think I mentioned to you in conversation, it is a source of special satisfaction to me that I may hope to have the opportunity of conferring with Dr. Vincent concerning them, and also that the Foundation is to have the benefit of his counsel and judgment respecting the work of the Department of Industrial Relations.

Yours faithfully,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30265
117(27)

Ottawa, December 28, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

Since receiving and answering your kind letter of the 22nd instant renewing my engagement with the Foundation tentatively for another year, I have become conscious of what must have appeared an unwarranted assumption on my part in the letter I sent you on December 18th respecting the foregoing of my salary for the months of January and February. When I wrote the letter I did not think, save in a very general way, of the date of the termination of the existing agreement between the Foundation and myself. In reality I was under the impression that its termination came about the end of March, having evidently had this impression from mention of the subject to Mr. Greene in the spring and not have received a formal notice of my reappointment until the month of June. Had I recalled, as I now see by reference to the formal document respecting my reappointment, that the dates of service it mentions are from January 26, 1916 to January 25, 1917, I should have made the proposal at least a month earlier, as I have all along counted on writing the

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Foundation, before the year was out, of the unavoidable interruptions to my studies during its course, and of making some such proposal as that contained in my letter to you. Had I realized, when writing on the 16th instant, that I had gone past the time the months mentioned in my letter could appropriately be named, I should have, as respects the period of foregoing my salary, mentioned the months of December and January instead of the months of January and February.

I hope you will see wherein this slip was unconsciously made and explain the circumstance thenmyou take the matter up with the Executive Committee of the Foundation.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

With cordial good wishes for the New Year, I am,

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

30267

26 Broadway
New York

December 26, 1916.

Dear Mr. King:

You have thought of Mrs. Rockefeller and me most generously at this happy season. Your beautiful Christmas card brought us both great pleasure, and we thank you for it. We are indeed happy to have the copy of your father's last book, which we shall value highly, for his sake and for yours. Thank you many times for sending it to us.

As for the photograph of what I assume to be the piece of sculpture which so appealed to you at the San Francisco exhibition, it is most interesting to me at length to see this reproduction. It has much charm and I can quite understand your interest in it.

Thank you many times for all these remembrances.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30268

114(8)

26 Broadway
New York

December 27, 1916.

Dear Mr. King:

I am sure you will be interested in reading the enclosed letter from Mr. Weitzel, which please return when you have finished with it.

Very truly,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Enc

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30269

114(8)

THE COLORADO FUEL AND IRON COMPANY,
PUEBLO, COLORADO.
Fuel Department.

E. H. WEITZEL
Manager.

Dec. 22, 16.

Mr. Jno. D. Rockefeller, Jr.,
26 Broadway, N. Y.

My dear Mr. Rockefeller:

I have no doubt that Mr. Welborn gave you a full account of our work for the past year, but feel like adding a word by way of coroboration at least. I thoroughly believe in the future of the Industrial Plan. There is no doubt of the success up to this time and the best and surest proof is the fact that we are turning men away from our mines while all other operators in the state are complaining about shortage. I attended the convention of American Mining Congress in Chicago, Nov. 13th and met men there from all the mining states of the Union and do not recall one who did not have a complaint of shortage. We started Coal Creek Mine Sep. 12th and Fremont Oct. 17th, at a time when all mines in the district were working under full orders, before the end of Oct. we had 195 at Coal Creek and 184 at Fremont. Nov. 30th we had 202 at Coal Creek and 234 at Fremont, and there were very few who left any of our other operations to go to these two. We started Pictou in a small way about Dec. 4th and had all the men we needed (about 60) in one week. We did not advertise or ship any, only

COPY

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

gave out the word we would start. There is only one answer to this, our methods and conditions are popular. The most common complaint amongst miners is that they cannot get enough cars to load; under our Plan every man feels free to speak out and one of our chief aims is to see that every man has a chance to make maximum earnings by providing even distribution and plentiful car supply. The most encouraging feature is the earnestness with which our supt's and foremen have taken hold and lived up to the spirit of the Plan. I do not want to convey the idea that all is smooth sailing in the future. We will have our troubles when the agitators get strong enough in any mine to warrant (in their minds) a disregard for the Rules and the Plan. But I believe that with vigilant, consistent, patient and conscientious work on the part of all the operating staff we will make the plan increasingly popular and that our position will constantly become stronger. I sincerely hope you will be able to pay us a visit next year. It will do <u>you</u> good as well as ourselves.

I want to thank you for your part in the action of the board in increasing my salary, though I did not look for it, and care less about the increase than I do for the evidence it gives me of the continued confidence in me. If I have been successful it is in a very large measure due to the loyal painstaking support of my associates in the Fuel Dept. and to Mr. Welborn's encouraging, generous and unselfish support and advice. I also want to thank you for myself and those in my department who received the generous

COPY

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

bonus. I am sure every one of them will try to show appreciation in the service they will give next year.

With kind regards and wishes for a merry Christmas, I am,

Yours sincerely,

E. H. WEITZEL.

COPY

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30272
114(8)

Ottawa, December 30, 1916.

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

Dear Mr. Rockefeller:

Naturally I am delighted with Mr. Weitzel's letter of the 22nd instant to you, and thank you for allowing me to read it. There could be no better evidence of the successful working of the Plan than so complete an endorsation on the part of the Manager of the Fuel Department, supported as his personal opinion is by the facts concerning employment which the letter cites. I have always believed that, with attractive surroundings in the camps and a fearless and honest administration of the various features of the Industrial Representation Plan, the Colorado Fuel and Iron Company should be able to command miners from any part of the world, and it is gratifying to know from Mr. Weitzel that thus early there appears to be a genuine appreciation of the Company's splendid efforts in these directions.

As the closing word respecting the situation in Colorado for 1916, Mr. Weitzel's letter has given me a pleasure quite as great as your own would be in its receipt at the Christmas season. Reviewing the entire year, has it not been one of

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

remarkable and gratifying advance from every point of view:

— I return herewith Mr. Weitzel's letter.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30274

Waterloo Ont.
Jan. 14-1916

Hon. W. L. M. King
Ottawa Ont.

Dear Mr. King,

Your kind letter reached me on New Years day, and I wish to thank you most sincerely for your good wishes. It is very good of you to wish to subscribe to some magazines through me, and I appreciate it so much. My circular or catalog has not yet been printed, and as soon as it is ready I will send you one. I have not had replies

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30275

3/ feel glad to be alive, so bright and cheerful looking. So far our family has fortunately escaped la-grippe, but very few families in Waterloo have not at least one member ill with it. For the most part I think the uncertain weather is the cause. We have had very few cold days and little snow; it has been mostly damp and much rain. How ever it only makes us appreciate the sunshiny days so much more.

Mother is waiting to mail this, so I will bring this to a close.

Yours very sincerely
Norma R. Rose

2/ from all papers, otherwise my catalog would be ready for mailing. I have already received quite a large number of subscriptions. Canada's National paper, the Globe is on my list and I intend to work hard to get orders for it. The other Toronto papers will be in the catalog too, but of course I consider the Globe the most important.

Indeed I still keep up my interest in politics, nor would I give up that interest.

This is a beautiful day— the kind of day that makes one

W. L. Mackenzie King Papers
Volume 34
PUBLIC ARCHIVES PUBLIQUES
CANADA

"It would be a mistake to nominate me unless the country has in its mood something of the heroic."—*Roosevelt* 30276

Roosevelt Non-Partisan League

THE ISSUE is clear. It means peace with honor. It means prosperity with the respect of the whole world. It means all that we, as Americans, consider worth living for.

THE MAN is obvious. Under the stress of a national crisis the mind leaps at him instantly.

THE LEAGUE sprang into being on the issue and inevitably accepts THE MAN. It is a spontaneous expression of the feeling that the country wants him. It stands for his nomination and election.

TELEPHONE
4972 VANDERBILT

12 VANDERBILT AVENUE, NEW YORK CITY
(OPPOSITE GRAND CENTRAL STATION)

GUY EMERSON, SECTY.
T. C. DESMOND, TREAS.
LEWIS K. BROWN, EXEC. SECTY.

Mr. W. L. M. King,

April 23, 1916.

Dear Sir:-

This letter is to acquaint you with the Roosevelt Non-Partisan League, to state its principles, and to invite your endorsement and co-operation.

This League is a get-together movement of citizens of all political parties who believe that the paramount issues of the coming presidential election are propositions on which all patriotic voters are in accord.

These elemental propositions transcend all party lines. They are:- National honor; peace with the world; practical methods for insuring that peace without any sacrifice of national rights; preparation for the industrial conflict which will follow the European war.

The one question is - Who is the man that, as President, can be most trusted to handle these momentous propositions with certainty and success?

A rapidly increasing mass of citizens, of all parties, believe that Theodore Roosevelt is the logical answer to that question. As our National problems become acute, the mind instinctively turns to him.

But, as many may have temporarily forgotten Roosevelt's seven and a half years record for the peace and honor of America, we enclose a brief review of that record, by way of reminder.

We comprehend that the next four years mean the most portentous crisis that has faced America since 1861. It is no time for a president of uncertain action. Nor is it a time for a president without a record. But it is the time for a president whose convictions are above all party lines, whose wisdom is practical, whose actions are sure, whose creed and deed are straight Americanism.

Also, it is high time for a president who can be trusted to surround himself with strong men as his counsellors and officials.

If your views are in accord, sign an enclosed membership blank, and send it to the Secretary of the League. Give the others to your friends. Money is needed for publicity. This, as a citizens' movement, needs first of all Members, and also, such contributions as can be afforded. This invitation is to all who realize the crisis, and recognize the man.

Very truly yours,
The ROOSEVELT NON-PARTISAN LEAGUE

"No one else will quicken the pulse of the Nation as he will quicken it. No one else will stir the conscience of the people as he will stir it. No one else will inspire patriotism as he will inspire it."

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30277

LEST WE FORGET

A POCKET MEMORANDUM
WORTH KEEPING WITH YOU

FRANK A. MUNSEY

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Thirty-two Notable Achievements of the Roosevelt Administration:

1. Extension of Forest Reserve.
2. National Irrigation Act.
3. Improvement of waterways and reservation of water-power sites.
4. Hepburn Rate Act.
5. Employers' Liability Act.
6. Safety Appliance Act.
7. Regulation of railroad employees' hours of labor.
8. Establishment of Department of Commerce and Labor.
9. Pure Food and Drugs Act.
10. Federal meat inspection.
11. Inspection of packing-houses.
12. Navy nearly doubled in tonnage and greatly increased in efficiency.
13. Battle-ship fleet sent around the world.
14. State militia brought into coordination with army.
15. Canal Zone acquired and work of excavation pushed with increased energy.
16. Development of civil self-government in insular possessions.
17. Second intervention in Cuba; Cuba restored to the Cubans.
18. Finances of Santo Domingo straightened out.
19. Alaska Boundary dispute settled.
20. Reorganization of the Consular service.
21. Settlement of the coal strike of 1902.
22. The Government upheld in Northern Securities decision.
23. Conviction of post-office grafters and public-land thieves.
24. Directed investigation of the Sugar Trust custom frauds, and the resultant prosecutions.
25. Inauguration of movement for improvement of conditions of country life.
26. Keeping the door of China open to American commerce.
27. Bringing about the settlement of the Russo-Japanese War by the Treaty of Portsmouth.
28. Avoiding the pitfalls created by Pacific Coast prejudice against Japanese immigration.
29. Negotiating twenty-four treaties of general arbitration.
30. Reduction of the interest-bearing debt by more than $90,000,000.
31. Paving the way for tariff-revision.
32. Inauguration of movement for conservation of natural resources.

Policies Recommended by Mr. Roosevelt

1. Reform of the financial system.
2. Inheritance tax.
3. Income tax.
4. Passage of a new employers' liability act to meet objections raised by the Supreme Court.
5. Parcels post.
6. Revision of the Sherman Anti-trust Act.
7. Legislation to prevent overcapitalization, stock-watering, etc., of common carriers.
8. Legislation compelling incorporation under Federal laws of corporations engaged in inter-state commerce.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30279

ROOSEVELT NON-PARTISAN LEAGUE

A Union of Patriotic American Citizens of all Parties

WE invite all patriotic citizens who believe that Theodore Roosevelt is the man America needs as President during the next four years, to become members of the Roosevelt Non-Partisan League.

There are no dues or membership fees, but we should be pleased to receive contributions of from $1.00 to $100.00.

All money we receive will be expended on publicity.

Members will be supplied with copies of pamphlets and other literature published by the League.

We feel sure that if Roosevelt's great record for peace and his many wonderful achievements are properly presented to the American people, they will realize that no other American is so well fitted by character and experience to lead our country during the next four years.

If you are interested, fill in and mail this coupon to the Secretary.

Name and Address _____

Party Affiliation _____

OPTIONAL CONTRIBUTION

I desire to contribute for the purpose stated

$_____, which I enclose.

ROOSEVELT NON-PARTISAN LEAGUE,
12 Vanderbilt Ave., opp. Grand Central Station, New York
GUY EMERSON, Secretary

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30280

30280

9735- 87th Ave
Edmonton, Alta Can.
June 3/16.

Hon. W. L. Mackenzie King.
Ottawa Ont.

Dear Sir.

I take the liberty of writing you in regard to the welfare work which I understand you have begun among the employees of Mr. John D. Rockefeller Jr. In reading of your work, I felt impelled to write and ask if I could be of any service in this connection. I am not seeking a permanent position. I am merely suggesting that if I can be of any service, I should be glad

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30280

to help for a short time in this splendid work.

You may possibly remember me. I was secretary to Mr. S.J. Williams of The Williams Greene and Rome Co. Berlin, and was associated with that company for several years, during which time the Welfare Work was carried on very successfully then. I believe you are thoroughly informed regarding their work.

If you would care to have a copy of the Canadian Mfrs. Magazine of March 1910. with an interesting account of their work. I should be pleased to mail it to you.

Wishing you every success in your good work, and trusting I may have an opportunity of helping. I am.

Yours very truly

Mrs. Bessie Collard Ross.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30282

Ottawa, January 15, 1916.

Mrs. Ross,
9735 87th Avenue,
Edmonton, Alberta.

Dear Madam:

Mr. Mackenzie King has asked me to send this acknowledgment of your communication of the 3rd instant, in which you inquire concerning an opportunity to be of service in connection with the welfare work in industries in which Mr. John D. Rockefeller, Jr. is interested.

Your letter apparently has been written under the impression that Mr. King has official connection with these industries. As a matter of fact, Mr. King's work in this particular thus far has had to do with only the Colorado Fuel and Iron Company, and with that Company only as a student of the situation in Colorado and as an adviser in matters relating to industrial policy. The welfare work is being carried on by the Company itself, and application should properly be made direct to its President.

Mr. King is grateful, however, for the offer of assistance which your letter contains, and wishes me to express his thanks to you for your kindness in writing.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30283

Ottawa, February 28, 1916.

Mr. Duncan Ross, M.P.,
Victoria Chambers,
Ottawa.

My dear Duncan:

I think Aubrey Davis is expecting me to send him some word of what has been done with respect to the matter he wrote you of. I do not like to trouble you further, but as Aubrey is counting on me to follow up this matter with you, I wish you would let me have a line as to what I might say to him in reply to his letter to me.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30284

Ottawa, March 1, 1916.

Mr. Duncan Ross phoned this morning. Mr. King being in New York, Mr. Ross asked me to let him know that the information regarding Colonel Allan's salary can be obtained only through the Paymaster overseas, that the Department has written and will inform Mr. Ross as soon as reply is received. He added that Mr. Davis was fully satisfied that everything had been done which could be done.

T. Allen Mgr.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30284-A

House of Commons.
Tuesday Apr 15th/46

Dear Billy: Your message
about apologies. I received
letter & have it. It is an excellent
answer to the Tory claims
re Navy.

Failed to see you
before then & shall at once
on my return after Easter
Try to catch you. In the
meantime I shall take good
care of the Colony.

Best good wishes for a
pleasant Easter from
The Hon. W.L. Mackenzie King
Rt. Hon.

Duncan Cha

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30284-B

May 5th/16

Dear Billy:- Am returning copy of letter which I found in an envelope at the Club. I don't like to have my stenographer make a copy of it to be seen by some one else. If you really is not too busy I would appreciate a copy being sent me

The Hon. W.L. Mackenzie King, Rockwood, Ont.

Yours sincerely, Duncan C. Ross

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30284-B-1

Ottawa, May 6, 1916.

Mr. Duncan C. Ross, M.P.,
House of Commons,
Ottawa.

Dear Duncan:

-- I have pleasure in enclosing you a copy of a letter which Mr. McGregor has run off.

I am sorry to have bothered you so much about the return of my copy, but as I had kept no other on file I was anxious to have the record of the letter itself. You will probably notice that The Liberal Monthly of April contained the gist of this communication. I should like to see our people make more of the point it brings out than they are doing.

With best regards,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am leaving for Montreal
in the morning - and before
I go - I want to send you
this wee reminder of a
very pleasant evening we
spent together, and also
to wish you the Seasons
greetings. Sincerely
A Rowden.
Westminster apts:
Ottawa. Dec. 19th 1916.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ ✓ Education - Industrial Training
+ Technical Education

30286

ONTARIO
LEADER OF THE OPPOSITION

Canada Life Building,
Toronto. Jan. 20th, 1916.

W. L. Mackenzie King, Esq., M.P.,
The Roxboro,
Ottawa. Ont.

Dear Mr. King,

I am in receipt of your letter of the 10th advising me that I have been appointed a member of the Sub-Committee to study and report upon the Scheme of Technical education and Industrian training in co-operation with existing Provincial systems; and I am in receipt of a copy of the Report of the Committee on Technical Education, which Mr. Acland was good enough to send me at your suggestion. The demands of my public and professional work are so heavy at the present time that I fear I cannot be of much assistance to your Committee. I am, however, greatly interested in the work, and shall be glad to be of any service possible within the limits of the time at my disposal.

Yours truly,

N W Rowell

NWR/U

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30287

Ottawa, January 21, 1916.

Mr. N. W. Rowell, K.C., M.P.P.,
Canada Life Building,
Toronto.

Dear Mr. Rowell:

I thank you for your kind letter of the 20th instant in reply to mine regarding Technical Education and Industrial Training. I fully appreciate your position as to attempting any study, but the Sub-committee will be grateful for the opportunity to have the benefit of your counsel from time to time, and I am pleased to know that we may count on this.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

ONTARIO

LEADER OF THE OPPOSITION

Parliament Buildings,

Toronto. April 3rd, 1916.

Hon. W. L. Mackenzie-King,
The Roxboro,
O t t a w a. Ont.

Dear Mr. King,

I am very glad to have your letter of March 29th and draft Interim Report of the Sub-Committee on Industrial Training and Technical Education. I have not had time yet to give it consideration, but I shall be glad to do so at the earliest opportunity.

Yours sincerely,

MWR/U

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30289

ONTARIO
LEADER OF THE OPPOSITION

Parliament Buildings,
Toronto. April 6th, 1916.

W. L. Mackenzie-King, Esq.,
The Roxborough,
O t t a w a. Ont.

Dear Mr. King,

I am glad to have your letter of the 14th, together with the copies of the addresses delivered by Dr. Robertson. I shall be glad to read them when I get the opportunity.

Yours sincerely,

W W Pawell

NWR/U

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30290

ONTARIO
LEADER OF THE OPPOSITION

Canada Life Building,
Toronto. June 1st, 1916.

Confidential

Hon. W. M. Mackenzie-King,
Ottawa. Ont.

Dear Mr. King,

I am asking some of the Liberals of this City and a few from the Province at large to take dinner with me at the Ontario Club next Monday evening, June 5th, at 6.30 o'clock (informal), to talk over some of the problems of Social Reform with which we must deal in Ontario in the near future. The war conditions make it not only desirable but urgent that we should take these up without delay; and now that the Abolition of the Bar policy is removed from the field of political discussion the way is open for the consideration of these other questions.

While, as above intimated, the gathering is to discuss Provincial matters, I shall be very glad if you can join us and thus keep in touch with what we are doing.

Yours truly,

N. W. Rowell.

NWR/U

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30291
FORM 1.

The Great North Western Telegraph Co.

OF CANADA

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.

Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH,
President.

HEAD OFFICE: TORONTO.

GEO. D. PERRY,
General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER BLANK.

Sent No.	Sent By.	Rec'd By.	Time Sent.	Time Filed.	Check.

Send the following message, subject to the above terms, which are hereby agreed to.

Ottawa, June 3, 1916.

Mr. N. W. Rowell,
Canada Life Building,
Toronto.

Your kind invitation just received. Exceedingly regret previous engagement prevents acceptance.

Mackenzie King.

Chg. W.L.Mackenzie King.
The Roxborough.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30292

Ottawa, June 3, 1916.

Mr. N. W. Rowell,
Canada Life Building,
Toronto, Ontario.

Dear Mr. Rowell:

I have received this morning your very kind letter of the 1st instant.

Only the day before yesterday I was obliged to ask to be permitted to postpone an engagement to be in Toronto at the end of this week, because of circumstances which have necessitated my absence from Ottawa during ten days previous and a further absence of some little time which will necessitate my being in Toronto before the end of the week and all of the week following. I have been obliged, in consequence of these absences, to crowd into the intervening time some important engagements here, and these, I fear, will make it impossible for me to hope to be away over Monday and Tuesday, which would be necessitated were I to accept your kind invitation for Monday evening. I very deeply appreciate your kindness in inviting me to be present with your friends and to talk over the problems of social reform, and could I manage it at all I should certainly cancel my other engagements and be on hand.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

When I come up to Toronto, I shall hope to have an opportunity of seeing you, and if your time will permit perhaps we can arrange to confer together over some of the matters you are considering.

Thanking you most deeply, I am,

Yours very sincerely,

W. L. MACKENZIE KING.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30294

ONTARIO

LEADER OF THE OPPOSITION

Canada Life Building,

Toronto. June 27th, 1916.

Hon. W. L. Mackenzie-King,
The Roxborough,
Ottawa. Ont.

Dear Mr. King,

I am sorry I shall not be able to be present at the meeting of the Committee in Ottawa on July 18th and the following ~~Committees~~, as I am leaving to-day for England and shall not be back until toward the end of August. I tried to reach you when I was in Ottawa recently, but I did not find you home. I hope the meeting of the Committee may be most satisfactory.

Yours sincerely,

W W Rowell

NWR/U

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30295

THE ROYAL SOCIETY OF CANADA

Ottawa, 13th January, 191 6.

Dear Sir:—

I beg leave to enclose to you herewith, two blank forms to be used in case you wish to propose one or more new members for election to The Royal Society of Canada, this year. Additional forms can be supplied if you require them, or nominations can be written out in the terms of the form.

Nominations may be made to fill .. 2 .. vacancies in Section I; .. 4 .. in Section II; .. 1 .. in Section III; and .. 4 .. in Section IV.

I have to request that in making nominations, the following points may be borne in mind:—

1. Membership in the Society is, by the regulations, confined to persons resident in the Dominion of Canada or Newfoundland.

2. "No person shall be nominated whose consent to that end has not previously been obtained." (Rule 6, paragraph 3).

3. The academical degrees or other distinctions of the person nominated, should be accurately and fully given in the nomination paper, so that they may be properly set forth in the Nomination Lists, which the Honorary Secretary will later compile and send to all members of the Society.

4. Complete particulars should be given respecting the works or writings credited to a candidate, as provided in the Nomination Paper, such as title, date, place or channel of publication, so that there may be no difficulty in regard to the identification or, if desired, examination of such works considered as proofs of qualification. At the same time it is not desirable that very long lists of works should be given. It is sufficient, as a rule, to mention a few of the principal productions of a candidate.

5. Each Nomination Paper should bear the signature of three members (and no more) of the particular Section for which a candidate is proposed.

6. Any candidate duly nominated within the last five years, but not elected, may be brought forward again as a candidate by *any one* of his original proposers, or by all three. In such a case, the same particulars should be given as for a new nomination.

7. "Only those candidates nominated on or before the fifteenth day of February, shall be eligible at the ensuing Annual Meeting." (See Rule 6, paragraph 3). Nominations sent by mail should therefore bear a postmark not later than February 15th.

I remain, dear Sir,
Yours very faithfully,
DUNCAN C. SCOTT,
Hon Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30296

THE ROYAL SOCIETY OF CANADA

.....191

To the Honorary Secretary
of The Royal Society of Canada

Sir,—

We, the three undersigned members of Section.....

of The Royal Society of Canada, hereby propose as member of said Section.....

.....

.....who has published the follow-

ing books or papers; or has rendered the following services to literature or science:

.....

.....

.....

.....

.....

.....

Signatures .....

.....

.....

I hereby signify my willingness to be nominated for election as a Fellow of The Royal Society of Canada

(Signature).....

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30297

THE ROYAL SOCIETY OF CANADA

.....191

To the Honorary Secretary
of The Royal Society of Canada

Sir,—

We, the three undersigned members of Section.....

of The Royal Society of Canada, hereby propose as member of said Section.....

.....

.....who has published the following books or papers; or has rendered the following services to literature or science:

.....

.....

.....

.....

.....

Signatures .....
.....
.....

I hereby signify my willingness to be nominated for election as a Fellow of The Royal Society of Canada

(Signature).....

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30298

Circular to Members

ANNUAL MEETING OF THE ROYAL SOCIETY OF CANADA

Ottawa, February 11, 1916

Dear Sir,

I have to inform you that the Annual Meeting of The Royal Society of Canada will be held in the city of Ottawa, on Tuesday, Wednesday and Thursday, May the 16, 17 and 18 next. The Council will meet on the evening of May 15, at 8.15 o'clock, and the first open meeting of the whole Society will be on Tuesday, May 16, at 9.30 a.m.

All the Sessions of the Society will be held this year in the Chateau Laurier, and it is hoped that this arrangement will add to the comfort of the Fellows and others taking part in the proceedings.

Further details regarding the Presidential Address and the Popular Lecture will be given in a subsequent notice.

Members proposing to contribute papers are requested to communicate the titles, scope and probable length thereof, at as early a date as possible, to the Secretaries of their respective Sections, so that the Programme of the Annual Meeting may be prepared in good time. By-law 10 of the Society reads in part as follows: "No paper shall be read in any Section, at any general meeting of the Society, unless it has been presented, either in full or in abstract, at least three weeks before the first day of the meeting, and formally accepted by the Council." A meeting of Council to consider papers submitted will be held on April 24, and the Programme will be prepared very shortly thereafter. Members will recognize how desirable it is that the Programme should correspond as closely as possible with the details of the papers actually read in the Sections.

Yours faithfully,

DUNCAN C. SCOTT,

Honorary Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Ottawa, March 24, 1916.

Dr. C. Gordon Hewitt,
Treasurer, Royal Society of Canada,
Ottawa.

Dear Dr. Hewitt:

That my annual contribution to the Royal Society of Canada may not be in arrears through the next year, I am enclosing a cheque for $10.00 instead of sending a remittance of $5.00, as per the request in the notice I have received. This will pay my contribution to the 1st of May, 1917.

Yours sincerely,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30299

Ottawa, March 24, 1916.

Dr. C. Gordon Hewitt,
Treasurer, Royal Society of Canada,
Ottawa.

Dear Dr. Hewitt:

That my annual contribution to the Royal Society of Canada may not be in arrears through the next year, I am enclosing a cheque for $10.00 instead of sending a remittance of $5.00, as per the request in the notice I have received. This will pay my contribution to the 1st of May, 1917.

Yours sincerely,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30300

The Royal Society of Canada

OTTAWA, April 1st 1916

The Treasurer of The Royal Society of Canada presents his Compliments to

Hon. W. L. Mackenzie King,

and will be obliged by a remittance of $5.00, the amount of the Annual Contribution which became due on the first day of the last May Meeting.

Roxborough Apts,

O T T A W A.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30301

Circular to Members

Annual Meeting of the Royal Society of Canada

Ottawa, April 17, 1916.

Dear Sir,

As you have already been advised, the Annual Meeting of the Society will be held in Ottawa, on May 16th, 17th and 18th, next.

The Council will meet on the evening of May 15th, and the first open meeting will be held Tuesday, May 16th, at 9.30 a.m.

The Presidential Address will be delivered by Dr. Alfred Baker, F.R.S.C., on Tuesday evening, May 16th, in the Concert Hall of the Chateau Laurier; arrangements will be made for the Popular Lecture on Wednesday evening, May 17th, in the same place.

The Council has decided to pay this year one-half the return railroad fare of all Fellows attending the meeting. It is not possible, however, to pay for berths, parlor cars or meals en route, nor for maintenance while in Ottawa. This allowance will be paid upon condition that Fellows attend all meetings of their respective Sections, and also all general sessions of the Society.

It is proposed to arrange for the usual luncheon to be held in the Chateau Laurier on May 17th. Tickets have been placed at $1.50, and, as it is necessary to know how many will have to be provided for, I would ask you to let me hear from you by return mail, if you wish to attend.

It is hoped that you will find it possible to attend and take an active part in the Proceedings.

Yours faithfully,

DUNCAN C. SCOTT,

Honorary Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ Conference at Lake Mohonk
✓ Mr King's War Service

30302

Ottawa, April 17, 1916.

Mr. Duncan C. Scott,
Honorary Secretary,
The Royal Society of Canada,
Ottawa.

Dear Mr. Scott:

Is it by special arrangement, or how does it happen that the Annual Meeting of the Royal Society of Canada seems to fall each year on the same dates as the Annual Conference at Lake Mohonk? I happen to be officially connected with the Canadian Branch of International Conciliation, and find it imperative to be present at the Mohonk Conference for this among other reasons. My engagement to be present this spring was made last fall, and I fear I cannot arrange matters so as to be present at the meetings of the Royal Society. I am really very sorry for this. President Baker is an old personal friend, and I should very much like to have been present at the meetings for this reason as well as for many others; but I fear I have no alternative.

With many thanks for your circular communication.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Conference at Lake Mohonk
Mr. King's War Service 20303

THE ROYAL SOCIETY OF CANADA
OTTAWA

April 18, 1916.

My dear Mr. King,-

I am sorry that there should be any clashing between the date of our meeting and that of the Mohonk Conference and that you will not be able to attend our meeting. We have no fixed date for the meeting of the Royal Society, but we usually meet in the week of the 24th of May, but, as the 24th this year comes in the middle of the week, we decided to put our meeting a week earlier.

We all regret your inability to attend. I was at Lake Mohonk last autumn for the conference on Indians and Dependent Peoples and enjoyed a few days there very much.

Yours sincerely,

Duncan C. Scott
Honorary Secretary.

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa.

DUNCAN C. SCOTT

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30304

✓ Conference at Lake Mohonk
✓ Mr King's War Service

Ottawa, May 8, 1916.

Mr. Duncan C. Scott,
Honorary Secretary, The Royal Society of Canada,
Ottawa.

Dear Mr. Scott:

Referring to my letter of April 17th making mention of my connection with the Canadian Branch of International Conciliation and an undertaking with respect thereto to be present at the Mohonk Conference, which falls on the same date as the meeting of the Royal Society at Ottawa, I am sending this line just to confirm what I said over the phone this morning, which is that I have explained to the Committee of the Mohonk Conference that were I to attend this year's gathering, notwithstanding the nature of undertakings already given, my presence would, I believe, in view of the present condition of affairs, occasion misunderstanding in this country, and that, under the circumstances, I hope the Committee will excuse me from fulfilling the engagement made some time ago.

Having for the reason mentioned cancelled the engagement at Lake Mohonk, I now look forward to being present at the meetings of the Royal Society.

Yours sincerely,

WLMK.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30305

Ottawa, June 24, 1916.

The Librarian,
The Royal Society of Canada,
Victoria Museum,
Ottawa.

Dear Sir:

In accordance with the request contained in a communication from Mr. Lawrence J. Burpee, I am sending you under separate cover a copy of a little work of mine entitled "The Secret of Heroism", which was published some years ago. When I have opportunity to collect the same, I shall supplement this volume with reprints of articles of mine on industrial questions which have been published.

The little book which I am sending at this time is for inclusion among the writings of Fellows of the Royal Society.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30306

ADAM SHORTT,
M. G. LAROCHELLE,
Commissioners

WM. FORAN,
Secretary

CIVIL SERVICE COMMISSION OF CANADA

OTTAWA, November 17th, 1916.

Dear Sir,

At the last Annual Meeting of the Royal Society of Canada, The Committee on Nominations in section 2, consisting of Prof. Wrong, Dr. Bryce, W. D. Lighthall, C. Hill-Tout, Dr. Coyne, Prof. MacMechan and myself, was continued.

The object of the appointment of the Committee was that it might obtain suggestions from the various members of the section as to suitable persons for election to the section. After informing itself as to the relative qualifications of the various nominees, the Committee is expected to recommend to the members of the section the names of those considered most eligible for election. This does not, however, prevent any other person from being nominated in the usual manner or voted for by the members of the section.

In order that the Committee may realize in the most effective manner the object of the section in the appointment of it, I am sending to each member, as herewith enclosed, a list of the names at present before the section, and desire that you should, at your earliest convenience, send in any additional names of persons whose qualifications should be considered, accompanied by a brief statement of the grounds on which you base your recommendation. The Committee will then carefully consider the relative claims of the various persons nominated, and later make its recommendations to the members of the section, as was done last year.

Yours very sincerely,

Adam Shortt

Hon. W. L. Mackenzie King, C.M.G., Ph.D.,

Ottawa, Ont.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

SECTION II, ROYAL SOCIETY OF CANADA,

LIST OF NOMINATIONS.

NAME	PLACE	QUALIFICATIONS	WORKS
Prof. Currelly,	Toronto,	Archaeologist,	"Sinai,""Abydos," &c.
Dr. Alex. Fraser,	"	"	Several Canadian Historical Works.
J. Castell Hopkins,	"	Author,	"Can. Annual Review," Ed. Cyclop of Canada," &c.
Dr. Gordon,	Kingston,	Principal, Queen's University,	
Dr. Jas. W. Robertson,	Ottawa,	Educationalist	"Conservation of Life in Rural Districts" &c.
Archdeacon Armitage,	Halifax,	Theologian	
Arthur Stringer,	Cedar Springs,	Poet & Novelist,	"The Loom of Destiny,"&c.
Hy. Beckles Willson,	Windsor, N.B.,	Author,	"The Great Company." "Life of Wolfe"
W. A. Munn,	St. Johns, Nfld.	Historian,	Original Studies of early Nfld. History.
A. F. Hunter,	Toronto,	Antiquarian & Historian,	"History of Simcoe Co."
Thomas O'Hagan,	Windsor,	Poet,	Poems,
Dr. A. Atherton,	Montreal,	Historian,	History of Montreal.
John Boyd,	"	Historian,	"Life of Sir G.E. Cartier"
Arthur Gordon,	"	Poet,	Poems.
Edward B. Greenshields,	"	" & Art Critic,	Landscape Painting & Modern Dutch Artists
Samuel M. Baylis,	"	Poet, Essayist, Ed. of Can. Antiquarian	"At the Sign of the Beaver."
Judge F. W. Howay,	Vancouver,	Historian,	History of B.C.&c.
Hon. W. R. Riddell,	Toronto,	" & Essayist.	"The Court Of King's Bench in Upper Can.
Herbert L. Stewart,	Halifax,	Professor of Philosophy, Dalhousie University,	

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30308

45, Marlborough Ave.,
Toronto,
Ont.
Jany. 8th 1916.

Mr. King,
The Rockborough,
Ottawa,
Ont.

Dear Mr. King,

I have received your letter of appreciation, and wish to thank you for the complimentary manner in which you praise my work.

I would have answered your letter before this time, but have been confined to bed through illness.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30309

It gives me great pleasure to know that my work has given your mother and self so much satisfaction, and I can assure you your letter will always remain one of my most treasured possessions.

Yours truly,
Robert Runcie.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30316

54 Russell Ave.
Ottawa. Jan. 3rd 1916.

My dear Mr. King,

I wish to tender to you my warmest thanks for your very kind letter, and for the goodness of your action in writing to Mr. Lee in my behalf.

Please accept the assurance of my gratitude, and my best wishes for your success and happiness during the new year.

Believe me,

Very sincerely yours

T. C. C.

Hon. W. L. M. King,
Ottawa.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 12, 1916.

Mr. P. E. Ryan,
54 Russell Avenue,
Ottawa.

My dear Ryan:

I enclose two communications which I have received from Mr. Ivy L. Lee, Mr. John D. Rockefeller Jr.'s business associate whom I allowed to see your letter of the 29th ultimo.

Would you kindly return these communications for my file when you have read them.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Japanese Consulate, Foochow.
China. June 2nd. 1916.

Dear Mrs. King.

I beg to acknowledge receipt of your note of April 27th congratulating my marriage. I am at a loss how to express my gratitude for your kindness shown toward me in your country and even after my leaving Canada.

ever, nothing in comparison with the European war. Isn't it an awful thing that almost all the parts of the world are the places for fighting and troubles.

With kindest remembrances and regards,

Yours very sincerely,

Rioye Saito.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I beg, also, to apologize myself for not writing to you since my leaving the other side of the Pacific Ocean. The other day Mr. Gale wrote to me according my negligence to write to him. I had scarcely an excuse for that and asked his generous forgiveness. I am sorry that I have to say to you just the same

In China the internal trouble is now raging and the Province Foochien, the capital of which is this city, is the place of intrigues of the Peking Government and Revolutionists. On account of this political circumstances I am so busy that I have hardly time to enjoy private life. This trouble is, how-

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30314

THE ROXBOROUGH
OTTAWA.

New Years Eve 1916

Dear Miss Sandon:

Thus ends another year & I am kind
remembrance of you this Xmas. Some-
how the thought of friends comes with
a two-fold meaning when a long absence
or silence has intervened, and I owe
[illegible] card of greeting to be brought-

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30315.

very much I hope mine will be
I lost my darling in the early part
of this year, and our home is
closed in consequence. My mother is
with me here. What changes and losses
this year has brought! I pray 1917 will
bring a lasting peace to the world and
great happiness to you.

Yours very sincerely
Mackenzie King.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30316

This letter should be sent with
Office Copy list of polling
subdivisions.

Ottawa, January 31, 1916.

Dr. W. A. Sangster,
Stouffville, Ontario.

Dear Dr. Sangster:

I enclose an article from The Toronto Star Weekly which I think may be of some interest to yourself and some of our friends.

Sir Wilfrid has asked, through the Central Liberal Information Office, if each candidate would not ask the leaders in the several polling divisions of his constituency if they would take up energetically the work of inducing friends to subscribe for The Liberal Monthly, which has now been reduced to the price of 25 cents a year. If you can say a word which will be helpful in this direction, it will, I think, be appreciated by all our friends and be of real service to the Party. Should you find any who wish to subscribe, please have them write direct to Mr. C. M. Goddard, Secretary of the Liberal Information Office, 63 Sparks Street, Ottawa. Their letters and subscriptions will be promptly acknowledged.

With kind remembrances,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30317

PHONE 193

OFFICE, TOWN HALL

WATER AND LIGHT COMMISSIONERS

OPERATING
WATER, GAS AND ELECTRIC DEPARTMENTS

WATERLOO, Sept.8/16.
ONTARIO

Hon. W.L.M.King,
Ottawa Ont.

Dear Mr. King;

The time is drawing near when the voters lists in Town reqäire looking after,in order to get all those on the list who are entitled to vote,especially for the Liberal candidate.

As you are aware this work is done,or at leas looked after by the executive committee or ~~xxxxxx~~ the local members of it of which I happen to be one,and as Mr. M.S.Hallman who was appointed at the last annual meeting is not so familiar with the work but is quite willing,it naturally follows that the bulk of this work will fall on me,no matter how large a committee we have.

My object in writing you is this,you know the people I will have to deal with in Waterloo in doing the work I mentioned and if we do as well as we did during your time here,they are ~~very~~ apt to be very sore,and lay plans to oust me from the position I hold as Secretary-Treasurer & Manager of the Water & Light Commission.

I have a good position at a fairly good salary but cannot afford to lose it.

I was speaking to Dr. Honsberger a few days ago and mentioned these things to him and told him I thought I should have some assurance,in case I lost my position through doing active work for the party,of getting another position from the Liberals,as good or better than what I have.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

He promised me he would do the very best he could and I also suggested writing Sir Wilfrid and yourself,he said he did not think Sir Wilfrid would do anything but that you might.

He said he expected to write you shortly and would mention these matters to you,and after thinking over the matter I decided to write you myself.

You know the work I did during your elections,and as you no doubt will be a member of the next cabinet,if the Liberals win and I think they will if they go about it right;I thing it only fair that I should have some assurance from you as mentioned to the Doctor,in case I get left in the lurch.

With best wishes and awaiting your reply I remain

Yours very truly

C. D. Schiedel

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

PERSONAL.

928 Olive Street,
Denver, Colo., Sept. 16, 1916.

My dear Schiedel:

Your letter of September 8 has reached me here.

As much as I should like to meet any wish of Dr. Houseberger or your own, that of promising a position contingent upon political issues is something that I do not feel at all free to do. I have sought since my association with public life to refrain from making any promise which I did not see my way clear to perform. Knowing how uncertain the vicissitudes of public life are, I have never felt that I could with justice either to myself or to the one to whom it might be given make a promise of office of any kind contingent upon the outcome of an election.

You need, I am sure, no assurance of my regard for yourself and interest in all that pertains to your welfare, and I shall always welcome any opportunity to further your interests insofar as circumstances may render this possible, but more than that I could not with any sincerity say.

With kind regards, believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. C. W. Schiedel,

Waterloo, Ontario, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30320

PHONE 193

OFFICE, TOWN HALL

WATER AND LIGHT COMMISSIONERS

OPERATING

WATER, GAS AND ELECTRIC DEPARTMENTS

WATERLOO, ONTARIO. Oct 28/16

Dear Mr King.

I received your letter of Sept 16th in due course, and must offer an apology for not replying to it ere this.

I may say I am satisfied with the reply you gave me, as I could hardly expect anything of a definite nature.

The executive of North Waterloo had a meeting in Kitchener this week, and expect to have a convention some time in January to get in shape for a Provincial campaign & at the same time get ready for a Dominion election which no doubt will take place next year some time.

I have called a meeting for next week of our loyal workers to look after the voters lists.

With best wishes I am

Yours very truly

A.D. Schiedel

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30321

30355

Schomberg Agricultural Society

Secretary's Office,
Schomberg, Oct. 2nd, 1916.

Dear Sir :

The Directors of the Schomberg Agricultural Society extend to you a cordial invitation to visit their Fair, to be held on Thursday & Friday, Oct. 12 & 13, '16.

A Complimentary Ticket is enclosed, and the Directors will be pleased to have you with them during the Fair.

Yours very truly,

Walter Potter, — *President.*

R. L. Graham, — *Sec.-Treas.*

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30322

Jaqueline
Evans telephoned
yesterday that
he had news re
Jon
Belle called on
him first time
on Tues.

Sept 29

Dear King

I forward herewith
Jair ticket
I presume you will
not be able to attend
any Fairs this fall

The Courts Judgment
on King Reed matter
I now Annulling Law
been at any yet
Shall look carefully in
their parts
We are feeling our share
of patriotism so far

WLMK

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, April 28, 1916.

Mr. W. D. Scott,
Superintendent of Immigration,
Ottawa.

Dear Mr. Scott:

-- I attach hereto a letter from Mr. Raymond B. Fosdick of New York, the author of a volume on "European Police Systems", which doubtless you know, requesting information as to what arrangement it may be necessary to make to secure transit through Canada without payment of any head tax requirement, for Dr. Mary Stone, a Chinese woman who has been doing work at Johns Hopkins University, and who is about to accompany the mother of Mr. Paul Reinsch, United States Ambassador in China, on a visit from America to China.

I should be obliged if you could give me a letter which I could send Mr. Fosdick in answer to the communication he has sent to me, and which, being official, would avoid the necessity of further correspondence in this matter. The names of the persons mentioned in this communication are all too well known to require any assurances respecting Dr. Mary Stone, and I am sure that it would be not less gratifying to the American and Chinese authorities if our Government could, without the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

necessity of further correspondence and in a cordial manner, give Mr. Fosdick the guarantee that may be necessary to insure Dr. Mary Stone's transit through Canada in a manner which would avoid risk of any unpleasantness en route.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30325

Ottawa, April 28, 1916.

Mr. W. D. Scott,
Superintendent of Immigration,
Ottawa.

re Transit of Dr. Mary Stone
through Canada.

Dear Mr. Scott:

Allow me to thank you for your communication just received and letter attached to same. I greatly appreciate, as I am sure Dr. Mary Stone and others mentioned in my former letter to you will also, the prompt and cordial manner in which the Canadian Department of Immigration has met the request contained in Mr. Fosdick's communication.

Thanking you for your personal attention to this matter, I am,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30326

Ottawa, October 18, 1916.

Messrs. Sears, Roebuck & Company,
New York.

Dear Sirs:

Mr. Mackenzie King is desirous of securing, if possible, a copy of your Company's Plan of Employees' Savings and Profit Sharing Fund and copies of any other documents which relate to the Plan and which may be available for distribution. If these papers can be secured through your office, Mr. King would be very grateful for any attention shown this request.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30327 F 8803

NEW YORK OFFICE
115 FIFTH AVENUE
AND
851 BROADWAY
(NINETEENTH STREET)

ROBERT P. SNIFFEN
RESIDENT MANAGER
TELEPHONE GRAMERCY 6960

SEARS, ROEBUCK AND CO.

CHICAGO

BRANCHES
DALLAS, TEXAS
SEATTLE, WASH.

NEW YORK October 23rd,1916

The Rockefeller Foundation,
Investigation of Industrial Relations,
Ottawa, Ontario, Canada.

Gentlemen:

Referring to yuur letter of October 18th, would say same has been referred to our Chicago house.

Yours very truly,
SEARS ROEBUCK & CO.,
NEW YOR K OFFICE.

.....

EJV/L

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30328

SEARS, ROEBUCK AND CO.

OFFICE OF THE GENERAL SUPERINTENDENT

CHICAGO Oct.
26th
1916.

Mr. Mackenzie King, Director,

The Rockefeller Foundation,

Ottowa, Ontario, Canada.

Dear Sir:-

As per the request of your Secretary for copy of our Employes' Savings and Profit Sharing Plan, I beg to enclose one herewith, and to advise also that this embraces all of the printed matter which we have issued on this Plan.

Very truly yours,

SEARS, ROEBUCK AND CO.

By _____
Secy. to General Sup't.

JWT/OC.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

~~30329~~

If you desire to participate in the Employes' Savings and Profit-Sharing Fund, sign this Application and hand it to your Department Manager.

Sears, Roebuck and Co.

I desire to participate in the Employes' Savings and Profit-Sharing Fund, as outlined in the Plan of the Fund, dated July 1, 1916. I hereby accept the provisions thereof, and will accordingly deposit five (5%) per cent of my salary in the Fund, beginning_____

Dated_____ (Employe's Signature)_____

Dept. No. _____

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30330

Sears, Roebuck and Co.'s Plan
of
Employes' Savings and Profit Sharing Fund.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

PURPOSE

In order that employes may share in the profits of this business, and to encourage the habit of saving, the Company has decided to contribute annually a sum equal to five per cent of its net earnings (without deduction of dividends to stockholders) as shown by the annual audit of its books, to an Employes' Savings and Profit Sharing Fund, as explained below, which will go into effect commencing July 1, 1916.

It is intended that this plan will furnish to those who remain in the employ of the Company until they reach the age when they retire from active service, a sum sufficient to provide for them thereafter, and that even those who achieve a long service record, but who may not remain with the Company all of their business life, will have accumulated a substantial sum. This Savings and Profit Sharing Fund will enable an employe to secure an income for himself after the close of his active business career or, in case of his death, for his family.

ELIGIBILITY

1. Participation will be entirely voluntary.

2. Every employe of Sears, Roebuck and Co., regardless of position, will, after three years of service, be eligible to participate in this fund, so long as he remains an employe.

CONTRIBUTIONS TO THE FUND

1. An employe in order to participate must deposit in the fund five per cent of his salary. The Company will contribute a sum equal to five per cent of its net earnings (without deduction for dividends paid stockholders) as shown by the annual audit of its books. As this fund starts July 1, the Company will for the year 1916, contribute five per cent of one-half of the profits of the entire year.

2. No employe may deposit more than five per cent of his salary, and in no case more than $150 per anum; this limit being deemed advisable so that the higher salaried employes may not too largely participate in the fund.

PARTICIPATION IN THE PROFITS

1. The contributions of the Company will be made annually as soon after the first of each year as an audit of the books will permit, and will be credited pro rata to participating employes in the proportion which the amount deposited by each employe during the preceding year for which the Company has contributed bears to the total amount deposited by all employes during such year.

2. So that every employe eligible to participate may have ample opportunity to carefully consider its advantages and to enter at its inception, all those joining prior to September 1, 1916, may, by paying into the fund five per cent of their salary from July 1, 1916, share in the fund from its inception as of July 1, 1916.

WITHDRAWALS

1. A depositor who has completed ten years of service will be entitled to withdraw all money credited to his account, including the Company's contributions.

2. A depositor who has not completed ten years of service will be entitled to withdraw only the amount he has deposited, plus interest at five per cent per annum, compounded semi-annually, and no more; except in the case of a woman depositor who, after five years' service, leaves to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

become married, in which case she will be entitled to her full share in the fund, including the portion contributed by the Company; and except in the case of the death of a depositor while in the service of the Company, in which case his estate will be entitled to the full amount credited, including the contribution of the Company, and the money due will be paid to his legal representatives.

3. A depositor shall withdraw upon ceasing to be an employe of the Company, or upon failing to regularly make his deposit.

4. A depositor who once withdraws cannot re-enter the fund.

5. In any case of withdrawal where a depositor is entitled to share in the contributions of the Company, he will receive the full amount to his credit, as shown by the accounting for the preceding year, plus interest at the rate of five percent per annum and plus such sums as the depositor may have deposited since December 31 of the preceding year, with interest at five percent per annum.

6. Loans will be made to depositors in cases of actual necessity and when in the opinion of the trustees the circumstances warrant it.

MANAGEMENT

1. The fund will be handled, entrusted, and invested under the direction of a Board of five Trustees, to be selected by the Board of Directors of the Company, three to be officers or directors and two employes (not officers or directors) of Sears, Roebuck and Co.

2. It is intended that so far as practicable and advisable the fund will be invested in shares of stock of Sears, Roebuck and Co., to the end that the depositors may, in the largest measure possible, share in the earnings of the Company.

3. The Board of Trustees may, from time to time, adopt rules to carry out the purposes of this plan, and may adopt amendments to the plan; but no change shall be made in the plan as above outlined unless the same is ratified by the vote of a majority of the depositors. All questions of interpretation of this plan, or amendments thereto, or the rules pertaining thereto, or relating to any matter of accounting, values, profits, or any other matters or differences which may arise shall be determined solely by the Board of Trustees, and the decision of the Board shall be final and conclusive upon all concerned.

DISCONTINUANCE

The fund may be discontinued at any time by announcement of the Company, made at least six months before its final yearly contribution. After such announcement no new depositors will be eligible to join and upon the payment into the fund of such final contribution, the fund shall be distributed among all the depositors pro rata in proportion to their interests as ascertained by the Board of Trustees.

Dated, July 1, 1916.

SEARS, ROEBUCK AND CO.,

By Julius Rosenwald
President.

Vice-President.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30333

NOTE

The attached table shows the estimated profits that will accrue over a period of time, basing the figures on last year's profits and assuming that all employes at present eligible will participate. As the profits of the Company can reasonably be expected to increase in coming years; as all eligible may not elect to participate; as the investments of the fund should increase in value, and as all such items will add to the interest of participants in the fund, it is expected that the profits will be greater than these figures indicate.

ESTIMATE OF ACCUMULATIONS OF FUND

Based on Earnings as of Year Ending December 31, 1915, and Pay Roll as of July 1, 1916

Annual payment by company	$550,000.00
Annual payment by employes	287,406.00
	$837,406.00

Effect on Every $1.00 Deposited by Employes:

Payment by employe	$1.00
Payment by company	1.91
	$2.91

Employe Receiving Salary of $20 per Week Would Have to His Credit:—

$ 3,428.45	after 15 years, of which	$ 780.00 was paid in by employe.
5,253.67	after 20 years, of which	1,040.00 was paid in by employe.
7,583.10	after 25 years, of which	1,300.00 was paid in by employe.
10,556.24	after 30 years, of which	1,560.00 was paid in by employe.

The amount that any employe will receive can be calculated on the proportion that his salary bears to $20.00 per week, for example:

If saving is 60c per week, share will be 60% of amount shown above.
If saving is 75c per week, share will be 75% of amount shown above.
If saving is $1.25 per week, share will be 125% of amount shown above.

The present anniversary check plan will continue as heretofore.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30334

Ottawa, October 30, 1916.

Mr. J. W. Torrance,
Secretary to the General Superintendent,
Sears, Roebuck & Company,
Chicago, Illinois.

Dear Sir:

Mr. Mackenzie King wishes me to thank you for your communication of the 26th instant, with which you have kindly enclosed a copy of the Employees Savings and Profit Sharing Plan in operation in connection with your Company.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Private

Ottawa, December 7, 1916.

Mr. Ben M. Selekman,
Of the Russell Sage Foundation,
C/o The Department of Labour,
Ottawa.

Dear Mr. Selekman:

I am very sorry that inadvertently, in going through my mail this morning, I opened the enclosed letter to yourself. Please forgive me.

While at the Department of Labour, might I suggest that it might prove of interest in connection with your investigation, were you to ask the Department to let you have all the correspondence which has come to the Government of Canada during the last ten years requesting a repeal of the Industrial Disputes Investigation Act. If you find voluminous correspondence in this connection, you will doubtless be able to discover the nature and extent of the feeling which exists in the country against the Act. Failing expressions of opinion of any extensive sort indicative of a desire for the Act's repeal since its passage in 1907, you will perhaps be able to estimate just how great significance should be attached to the resolution passed at the last meeting of the Dominion Trades and Labor Congress.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

MEMORANDUM

30336

The Rockefeller Foundation
DEPARTMENT OF INDUSTRIAL RELATIONS

TO Mr. King

December 6, 1916.

With reference to the recent conference with Mr. Selekman -

Mr. Selekman was told by certain of the Canadian delegates to the convention of the American Federation of Labor that the stand recently taken by the Dominion Trades and Labor Congress relative to the **I.D.I.Act** was caused, not by any opposition to the principle of the measure, but to the manner of its administration by the present Minister of Labour, and particularly as a protest against the unfair treatment accorded by him to the workers in the Thetford Mines case. Mr. Selekman understood from these delegates that Labor in Canada had lost confidence in the present Minister of Labour. They were in favour of Mr. O'Donoghue's proposed amendments to the Act, which amendments did not affect its fundamental principles.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30337

MEMORANDUM

The Rockefeller Foundation
DEPARTMENT OF INDUSTRIAL RELATIONS

TO Mr. King December 6, 1918

my secretary of her telephone conversation with me - on page 4. in my room

that Mr. [illegible] can help at the Federation meeting in Baltimore to get him personally what which the Dominion Congress had passed a resolution re. the Dr. D. I. R. that taken in Canada was not - against the Act., but - against the method of its administration in certain cases.

W.L.M.K.

Wrote letter without seeing Mrs. Gregory

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30338

RUSSELL SAGE FOUNDATION
130 EAST TWENTY SECOND STREET
NEW YORK CITY

STUDIES OF INDUSTRIAL CONDITIONS

December 30, 1916.

Honorable W. L. MacKenzie King
The Roxbororough
Ottawa Canada

My dear Mr. King:

I am enclosing a copy of the first draft of the article on the Disputes Investigation Act for the Survey of January 13th. This will of course be revised before its final appearance in the magazine, but in the meanwhile we should like to have any criticism that you may have to offer as soon as possible. The time being very short we ought to have the same within a week. You note, of course, that we quote you. Do not hesitate to object if this meets with your disapproval.

I take this occasion to thank you very much for the assistance you gave me while I was in Canada. P lease extend the same message to your secretary, Mr. McGregor.

Sincerely yours,

Ben M. Selekman

BMS/EMM

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30339

Nine Years of Compulsory Investigation.

By

Ben M. Selekman

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30340

"The wisest and most successful labor legislation anywhere adopted" says Dr. Charles W. Eliot of the Canadian Disputes Investigation or Lemieux Act. This statement conveys the concensus of expressed public opinion in regard to the operations of this law; and President Wilson, in his annual message, has urged upon Congress the necessity of enacting a law that will make a strike impossible on a railroad before "a full public investigation of the merits of every such dispute" is completed--thus embodying in his proposed legislation the essential feature of the Lemieux Act.

Feeling the necessity of having more of the facts available on Canadian experience with such legislation, the staff of the Division of Industrial Studies of the Russell Sage Foundation made an examination of the various reports issued by the Canadian Department of Labor. In these were found strike statistics covering the period from January 1901 to date, and an account of the history and operations of the Act. To supplement this, a representative of the Division was sent to Canada where he spent approximately three weeks examining the files of the Department of Labor and interviewing representative public officials, trade unionists, and employers who have come in contact with the operations of the Act.

Course of Enactment of Law

The Act was adopted after a serious strike in the Fall of 1906 in the Western coal fields of Canada. Winter was approaching and the people of the Western Prairies were facing a coal famine. Mr. Mackenzie King, then Deputy Minister of Labor, was sent for and he succeeded in ending the strike. So much was he impressed with the suffering that a prolonged coal strike might cause that he recommended to Parliament that an Act be adopted, the essential feature of which should be that no strike might be called in a coal mine until a full public investigation into the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

merits of the dispute had taken place.

Accordingly a Bill to that effect was introduced in Parliament of that year, and it became a law on March 22, 1907.

Main Features

The essential principle of the Act is that if a dispute arises in a public utility or in a mine which cannot be otherwise amicably adjusted, it must be referred, under penalty, to a Board of Investigation and Conciliation. This Board is appointed separately for each dispute and consists of three members, two of which are appointed by the employer and employes respectively. The third member is the chairman of the Board and is chosen by the two members. If they cannot agree upon a mutually suitable person, the Minister of Labor appoints the chairman.

Fair Tests

The following tests should be applied to appraise fairly the efficacy of the Act: (1) Has it prevented strikes in those industries which come within its scope? ~~Two difficulties must necessarily be met in applying this test:~~ Working days lost, the best measurement of the social cost of strikes is used in this article as a means of applying this test, but two difficulties, ~~however~~, must necessarily be met ~~in applying this test:~~ (a) If strikes did occur, was their fundamental cause of such a nature--desire for union recognition for instance--that they could not be prevented by any legislation? (b) If the Act were not in existence, would there have been more strikes in those industries? It is all but impossible to answer this question satisfactorily. (2) Has the Act operated to the satisfaction of employers--and what is more important from the point of view of industrial peace--to the satisfaction of the workers of Canada? (3) Has the operation of the Act given publicity to facts involved in labor disputes? And (4) Of how much actual restraining influence has that feature of the Act been, that

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

prohibits a strike or lockout before investigation?

Operations in Coal Industry

The Act came as a result of difficulties in the coal mining industry. The chief test of its efficacy should therefore be how successful has it been in preventing strikes in coal mines and how extensively have the miners made use of the Act before going on strike? The history of the coal industry of Canada indicates that it has suffered to a far greater extent from strikes after the Disputes Act came into operation than it did before that time.

The main center where strikes in coal mines have taken place is the Crowsnest Pass Region, which embraces the southwestern portion of Alberta and the eastern portion of British Columbia. The United Mine Workers came here in 1902, and the first strike under their auspices was called in March, 1906, for the purpose of securing recognition and better waking conditions. An increase of wages was granted, but recognition was withheld. As a result of this strike, the Disputes Act was passed. The time losses caused by strikes in coal mines were 184,875 days, or 51.4 per cent of all the working days lost in all strikes for this year.

On April 1, 1907 the agreement between the miners and the companies terminated, and a strike was again called, in direct violation of the Lemieux Act, being called while an investigation of this dispute was pending under the act. ~~Some days before expiration of both parties had a Board under the Boycott Act.~~ The Board was able to do very little and Mr. King was again instrumental in bringing about a settlement. An important coal mining strike occurred also in Nova Scotia--not under the auspices however of the United Mine Workers--over rates of pay, bringing the total time losses for strikes in coal mines for this year--the first after the Act was passed--to 188,360, or 30.3 per cent of the total days lost in all strikes for the year.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

A strike was again called in the same district, in April 1909, "over the renewal of the working agreement in which were involved certain fine points of union recognition relating to collection of union dues"--the check-off, in otherwords. Here again the use of the Disputes Act was not invoked until the strike had been on more than a month. Neither side accepted the award of the Board, but an agreement was signed July 1, to be effective until March 31, 1911.

This same year the United Mine Workers entered into a struggle to gain recognition in Nova Scotia. In this province there had for a long time been a local organization of miners known as the Provincial Workmen's Association. Employers in Canada seem to be generally antagonistic to International Unionism, and the mine operators of Nova Scotia, "choosing the lesser of two evils" as one Canadian official put it, preferred to deal with the local rather than with the international union.

This strike was centered in three places, Glace Bay, Springhill, and Inverness. In the first two centers, Boards under the Lemieux Act were called for before they went out on strike; but in Inverness the Act was completely ignored. In the latter place, the strike lasted for some months, at Glace Bay the strike lasted from July, 1909 to April 1910, and at Springhill, from August 1909 to May 1911. In all three of these places riots occurred and "troops were stationed for a considerable time at each point". The United Mine Workers were defeated in this

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

fight for recognition, but the strikes conducted by them in 1909 and 1910 were responsible for 81.4 per cent and 51.2 per cent of the total time losses, respectively, for the two years.

Two years later, upon the expiring of the old agreement another strike of 7,000 miners was called in the Crowsnest Pass Region. For the third time the use of the Act was not invoked until the strike had been on for some time. "The crucial point, as in 1909, was the 'check-off'". This strike, together with the one that was prolonged from 1909 in Springhill, N. S. made the total time losses for strikes in coal mines 1,592,800 working days, or 78.9 per cent of all time losses for the year.

On September 16, 1912, the Disputes Act was completely ignored and a struggle began between the United Mine Workers and the Mine operators of Vancouver Island, B. C. The chief demand was "recognition". The strike was not declared off until August 19, 1914--more than two years after its inception. Here again the United Mine Workers appear to have been defeated, but because of this strike, 589,036 working days were lost in 1913, or 45.7 per cent of all the working days lost in all of the strikes occuring during the year. 1912?

Time, moreover, does not seem to have made much difference, as far as the use of the Lemieux Act in coal mines is concerned. During this last year, some half-dozens strikes have occurred in the coal industry. In only one case was the dispute referred disbursted practically in all of the coal fields of Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

for adjustment under the Disputes Act. In the Crowsnest Pass Region, in spite of the fact that the agreement signed between the miners and operators does not expire until March, 1917, there have been two strikes during the last half year, a "war bonus" being demanded both times because of the rise in the cost of living.

For the nine year period since the enactment of this law, the Department of Labor tells us that 43 disputes in coal mines were referred to Boards under the Disputes Act. In six of these cases, Boards were not established, and in six others, strikes were not averted. On the other hand, the strike statistics furnished by the Department indicate that while the proportion of working days lost in coal mines from January 1, 1901 to March 22, 1907 --the six year period before this statute was enacted--was only 26.4 per cent of all working days lost in strikes, for the nine year period subsequent to its enactment--that is from March 22, 1907 to March 22, 1916 --the proportion was 46.9 per cent, or an increase in the proportion of 20.5 per cent. Thus the Disputes Act has not succeeded in reducing the social cost of strikes in the industry for which it was primarily intended, but, on the other hand, the problem seems to be more serious now than it was before the Act was passed.

Enforceability of Law

To the question why the United Mine Workers have not been prosecuted for violating the Act, Canadian officials answer unanimously:— the law is unenforceable.

"In a case of this kind," a prominent official in the Department of Labor, referring to the situation in the Crowsnest Pass district, told the investigator, "the Act is powerless. What can you do? Here are about 6,000 men,--most of them foreigners. They don't understand the Act. They don't care for it. What are you going to do? Fine them? Well, they won't pay. Put them in jail,--if you could? The coal won't be mined. As far as I can see

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I can see, any legislation in the world wouldn't prevent a strike from occurring under these circumstances."

Another fair test to apply here is whether any legislation can prevent the occurrence of strikes when the fundamental cause--as it appears to be in most of these coal mining strikes--is one of union recognition. Both the present and former Ministers of Labor answered this question in the negative. The present Minister will not grant a Board in disputes where the men demand recognition; and the former Minister gives his attitude in substance as follows:-

"When a group of men want to be recognized as a union or want to get a trade agreement as a union, and when the employer will not recognize them as a union, no legislation can meet a situation of this kind. It has got to be fought out."

To offset this argument, however, there is the fact that the United Mine Workers have always been opposed to the Act, and have practically always struck before applying for Boards. It is doubtful, therefore, if they would have made more extensive use of the Act even if the trouble had been over wages and hours or work. In fact, they did strike twice--in July and November respectively of last year--for "war bonuses", for increase in rates of pay, in effect; and in neither case did they invoke the use of the Lemieux Act.

Operations on Railways

But in this country interest centers mainly in the operation of the Disputes Act with reference to Railway Disputes. Test questions to be asked here are: (1) Was the Act intended primarily to prevent strikes on railroads? (2) Were strikes on railroads a problem before the Act was passed? (3) And if there have been no strikes on railroads, does a casual relationship exist between this fact and the operation of the law?

The history of the Act shows that it was not the intention, ori-

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

ginally, of the Department of Labor to include railways within its scope. Mr. King, after ending the coal mine strike in 1906, recommended that his proposed legislation should cover coal mines, and the first Bill introduced in the House of Commons did not include railroads, the reason being given by the Minister of Labor being that the Railway Disputes Act of 1903 had worked successfully, although he said that railroads might be included after the Bill had been discussed on the floor. During the period 1901 to 1907, in fact, not one strike had been called on the railroads by any of the five railroad brotherhoods. It does not appear, therefore, that there was any pressing problem of railway disputes for which it was necessary to devise strike legislation. But between the first and second readings of the Bill, when the measure came up for discussion before the cabinet, it was decided that it would probably be well to include all public utilities in one law; and when the Bill appeared for a second reading railroads were included within its scope.

According to the report issued by the Department of Labor seventy-five railway disputes have been referred under the Act up to March 31, 1916. In fourteen cases boards were not established, and in six strikes were not averted or ended. Thus it is clear that the railroads in Canada--as those in this country--have not suffered extensively from any serious strikes. Before the Act was passed, there were two serious railway strikes, one in 1901 called by the trackmen, and another in 1903 by an industrial union which included mainly clerks within its membership; and there have been at least two serious ones since the Act was passed. In 1908, 8,000 machinists struck on the Canadian Pacific, and in 1910, the conductors and trainmen of the Grand Trunk struck,--the only strike called by any of the five railroad brotherhoods of Canada in the period for which strike data is available.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Difficulty of Applying Tests

Would the railroad brotherhoods have called strikes more frequently, were the Act not in existence? This is a difficult question to answer; and yet it is fundamental. It is significant, however, that railroad freighthandlers and other unskilled and more or less unorganized workers have struck on railroads--and have struck in violation of the Disputes Act. Thus we find that for the nine years since the enactment of this law there have been 18 strikes of freighthandlers. In only three instances have they applied for Boards, and that was after they had struck.

Most of the railroad men whom the investigator interviewed did not think that it was the Disputes Act that was responsible for the maintenance of industrial peace on railroads, but rather the reluctance of the railroad brotherhoods to strike. "I know that in the annual reports" remarked a representative of the Locomotive Engineers, "the Department of Labor says that so many disputes have been referred under the Act and that so many strikes have been averted, but that isn't so. As a matter of fact as far as I can remember since I have been in our organization, it never had a strike, even before the Act was passed. It can't be said that there would be strikes if the Act did not exist. We are constantly negotiating new agreements without applying for Boards."

Summary: Public Utilities

In all, for the six year period prior to the enactment of this legislation 43.9 per cent of all the working days lost in strikes were incurred by those industries coming under the Act, while for the nine year period subsequent to March, 1907, the proportion for the same industries is 59.3, an increase of 15.4 per cent. If strikes on railway construction work were included the latter proportion would be 65.1 per cent. As already indicated, strikes in coal mines have been responsible for the major portion of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

these losses.

Procedure Under Act: Conciliation

The Act has operated as a "conciliation" rather than as a "compulsory investigations" measure. The Department of Labor will not pay for the use of stenographers except under exceptional circumstances. Prof. Adam Shortt, who was the chairman of twelve Boards in the first two years of the operation of the Act, and who is recognized as probably the most successful chariman who has acted under the Act, told the representative of the Russell Sage Foundation that he completely disregarded the compulsory features of the Act. His policy was to act as mediator, and in his opinion the compulsory features were "the merest shadow of the Act."

The Department of Labor does not send any of its statistical experts to co-operate with the boards in trying to get at the facts on wages, profits, and cost of living involved in particular labor disputes. Nor has it related to any great extent the data that it is constantly gathering on wages etc. with the operations of Boards under the Disputes Act. The Board usually hears both sides to the controversy. The men's representative tries to get as much as he reasonably can for his clients, and the employers' representative, for his. To the chairman falls the task of steering them all to a happy compromise.

Delays in Appointment and Hearing of Boards

The conciliatory spirit in which the Act is administered has probably been responsible for the rather long periods of time elapsing between the application for Boards, their constitution, and the rendering of their reports. When an application is made for a Board it is the usual custom of the applicants (who almost invariably are the employes) to appoint their representative. Under the law five days is given to the other party to the dispute for the appointment of its representative, and the Board should be established within fifteen days from the date of application. In practice,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30350

however, these legal requirements are not carried out in most cases. Thus of 152 applications for Boards that have been made in the last nine years, for which the time data is given, only 53 have been constituted within 15 days. It took between 16 and 30 days for 65 Boards, and between 31 and 45 ~~days for~~ for 22 Boards ~~were~~ to be constituted. For 5 Boards between 46 and 60 days, and for 7 Boards more than 60 days elapsed.

The long periods of time elapsing between the applications for Boards and the filing of their reports, moreover to a far greater extent indicate, how serious the question of delays is in the administration of ~~such an~~ the Act. For only six of the above 152 disputes this period was 30 days or less; for 40 it was 31 to 45 days; for 35, between 46 and 60 elapsed; for 20, between 61 and 75 days; for an additional 20, between 76 and 90 days; and for 31, more than 90 days were consumed between the application for a Board and the rendering of the final report.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30351

Attitude of Organized Labor.

It was mainly bitterness against these delays that caused the Dominion Legislative Board of the Brotherhood of Locomotive Engineers to adopt the following resolution in the latter part of last November:

"That this Board do all in its power to have the Industrial Disputes Investigations Act wiped off the Statute Books.

Members of the Brotherhood of Locomotive Firemen and Enginemen also complain chiefly of these administrative delays, and while the Dominion Legislative Board of this organization endorsed the principle of the Act last December, it recommended that "the chairman (of the Board) endeavor to secure amendments looking to the betterment of the Act."

Even the Railroad Telegraphers and the Maintenance-of-Way Men who are most favorable to the Act, because they think that it has operated advantageously for them, admit that those delays are a fact, but they contend that this is an administrative defect and does not militate against the principle of the Act.

On the other hand the officials of the Department of Labor maintain that considering the vast distances over which it has to operate the Boards are appointed as promptly as possible. The delays, moreover, are in accordance with the conciliatory spirit in which the Act is administered. The files in the Department show that employers do very frequently delay the procedure, "but" a prominent official in the Department of Labor explained,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30352

"we don't want to ride rough shod over a company. If they say they will not appoint a representative, we tell them that they must do so, and we try to reason with them that they should comply with the law. If they ask for an extension of time we grant it to them, and try to hurry the proceedings on as fast as possible."

Hardly any of the trade unionists offered the argument so frequently heard in this country,--that the Act means compulsory servitude for the workers. It is to the administration, rather than to the principle of the Act, that the great majority of trade-unionists object in Canada.

The other general grievance voiced by the men, however, is that it is difficult for them to obtain a favorable report from the Boards, because the chairman has the decisive voice. In most cases, they contend, the other two members of the Board cannot agree upon a person mutually suitable. The Minister appoints a chairman, who is usually a judge or some other professional person whose sympathies are with the employing class.

The facts, on the other hand, indicate that this evil--if it is evil--cannot be a very wide-spread one, for in 51 of the 122 cases where the appointment of the chairman is given for the chief industries (mines, railways, and street cars) that have come under the Act, this official was appointed on the recommendation of the other two members of the Board. Sixty-four of the 160 reports rendered by Boards in all industries were, moreover, unanimous. In 15 additional cases an agreement was reached before Boards. In only 38

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

cases the men's representative dissented from the majority report, and in 19 disputes the employers representative dissented.

The Resolution of the Trades and Labor Congress.

At the last convention, however, of the Trades and Labor Congress (the legislative body of organized labor outside of the railroad brotherhoods) held at Toronto during September 25-30, 1916, the following resolution was adopted:

"That we go on record as apposing the Lemieux Act in its entirety."

This is not the first time that such a resolution was adopted. Once before in 1911 this organization ~~has gone~~ went on record as desiring the repeal of the Act because a judicial decision had been rendered in Nova Scotia in which it was held that the person giving strike benefits was guilty of violating the Act. In 1912 and 1913 this ~~resolution~~ action was repeated. In every other year except 1907, when the principle of the Act was endorsed by a large majority, the Congress has gone on record as demanding various amendments. It was not until last year, however, that the resolution asking for the repeal of the Act was carried by ~~what appears to have been~~ an almost unanimous vote.

Interviews with prominent trade union officials of Canada do not seem to indicate, however, that any great calamity has overtaken organized labor in Canada because of the operations of the Act. "You can boil it all down to a question of administration" one prominent union official remarked in explaining the late action of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the Trades and Labor Congress. This same official, as others, stoutly insisted that the Act has helped weaker unions or workers in small railroad companies where the men were too few in number or too weakly organized to enforce their demands upon the employer. The investigatio was told, however, that it does hamper the well organized union, that is strong enough to enforce its demands.

It does not appear, moreover, that it was any tangible injury resulting from the operations of the Act that led organized labor of Canada to demand its repeal but a combination of factors that seemed to indicate to the trade-unionists that the Minister of Labor was not administering the Act in their favor. In the first place, amendments had been asked in previous years to improve the administration of the Act, which for one reason or antoher had not been granted. In the second place, the Act had been extended by Order in Council to those industries manufacturing munitions and war supplies, and this extension covered the machinists, shoe makers, and tailors engaged in working on war orders. Prior to this extension there had been a general feeling that the Act was already operating unfavorably to labor and the machinists had requested that the Fair Wages Board System obtaining in the munitions industry of England be extended to Canada. The Western Contingency, which constitutes the radical wing of the Congress, and among which number the United Mine Workers, many street car-men and others coming under the Act, has always been opposed to the Act. All this feeling found concrete

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

expression in the fact that the Minister of Labor had refused to establish a Board, when the workers of the a asbestos mine located at Thetford, Quebec,—desiring an increase in wages ~~[illegible]~~, applied for one as newly organized members of the Western Federation of Miners. The operations of the five mines would not agree upon a joint representative to the Board, and ~~[illegible]~~ the members of ~~[illegible]~~, a Confessional Union organized by the French Catholic Church in the same district, ~~[illegible]~~ did not desire any change in working conditions. For these two reasons the Minister of Labor took the position that he could not establish a Board under the Lemieux Act.

When all of this is added to the fact that there is a general feeling that the Minister is not sympathetic to labor, it is evident why the Trades and Labor Congress adopted the last resolution. "The delegates were so worked up over their grievances," writes a representative of organized labor in Canada who attended the convention, "that they were in no mood to distinguish between the principle of the Act and its administration". Another trade unionist who was very active in presenting the Thetford Mines case to the Convention told the investigator that the resolution "was really a vote of lack of confidence in the Minister of Labor and not so much a vote against the Act."

The Minister of Labor, on the other hand, admits that there have been delays and other difficulties encountered in the administration of the Act. He has tried to overcome them as much as possible and has had a new Act drafted, the aim of which is to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

remove the objections voiced by organized labor. Although it is commonly known that the Minister of Labor is opposed to the closed shop, and believes in "individual liberty" as far as affiliation with trade unions is concerned, those who have come in frequent contact with him--even trade unionists--maintain very stoutly that he is sympathetic with labor. In fact many employers feel that the Minister is too sympathetic with labor. A secretary of the Manufacturers Association, of a large Canadian city frankly told the investigator that ~~they~~ employers couldn't do anything with the Department of Labor because of the latter's ~~fear~~ desire not of antagonizing ~~the~~ labor ~~vote~~.

For this reason there is a growing sentiment in Canada that the chief difficulty is that the Department of Labor is in "politics," and the efficient administration is hampered by political considerations. Many public officials, trade-unionists and employers, therefore, express the opinion that it would be best to create an independent commission to administer all labor laws.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30357

What Employers Think

It was not possible because of lack of time to get the opinion of coal operators on the operations of the Act. Executives of public utilities interviewed by the representative of the Russell Sage Foundation are, however, unanimously in favor of the Act, and practically all gave the same reason,--"it prevents hasty action" on the part of the unions.

Effect of Act on Public Opinion

It is hoped by those who are urging the enactment of President Wilson's railroad legislation, that the public will become a more powerful factor in preventing strikes on railroads, because it will have an opportunity to learn the facts before an interruption of services will occur. This result does not seem to have been obtained in Canada. Editors of representative newspapers informed the investigator that they did not make any extensive use of the facts as found by Boards, but chose that material which had "intrinsic news value." An examination of newspaper clippings on typical strikes shows that while a wide variety of opinion is expressed, the larger papers condemn the party that did not accept the award of the Board, and thus was responsible for the strike. Here again it should be remembered that the Boards sitting under the Act have not been fact gathering, but rather conciliating bodies, attempting only ~~tried~~ to get at those facts involved in a particular dispute that would enable them to bring the parties concerned to a compromise.

Restraining Influences

It is difficult to appraise the value of those clauses of the Act that make it illegal under penalty to cause a strike or lockout pending an investigation of a dispute. Officials in the Department of Labor think that their restraining influence has been considerable. Most employers also think that the Act has been a deterrent in preventing hasty strikes.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

The facts show, however, that the United Mine Workers have practically always ignored this feature of the Act, and as for the railroad men, most of them told the investigator that they have observed the law not because they were afraid of violating it, but because they did not wish to appear as law-breakers and thus antagonize public opinion. A close student of the Act like Prof. Shortt is of the opinion that the restraining clauses of the Act are practically unnecessary. "The only value they have," he said, in substance, "is that they make the union reluctant to fly in the face of public opinion. It doesn't make them afraid to violate the Law, because they know that such a law could never be enforced. But the same thing could be gained if you simply provided the machinery for investigation. Those unions that respect public opinion would not strike in the face of this established machinery."

Conclusions

Nine years' experience with the operation of the Disputes Act in Canada seem to indicate the following conclusions:-

(1) That the Act has not prevented the recurrence of strikes in coal mines in Canada,--the industry for which it was primarily devised.

(2) That, although there have been practically no strikes on railroads, it is difficult to ~~establish a causal relationship between that fact and the operations of the Act~~ show that the operations of the Act has been responsible for this condition.

(3) That in actual practice the conciliatory rather that the compulsory features of the Act have been emphasized.

(4) That organized labor of Canada does not object to the principle of the law, but, with, ~~to the manner in which it has been administered~~ what it thinks an unfriendly administration of the Act.

(5) That employers are generally in favor of the Act.

(6) That the Act has not accomplished its purpose of giving publicity to facts involved in labor disputes.

(7) That the value of those clauses that prohibit strikes before public investigation, ~~take place~~ is doubtful. These ~~clauses~~ are unenforceable, and labor organizations who do not care for public opinion can violate them with impunity. Those who are sensitive to public opinion would probably not strike if only the machinery for investigation, fully, were established ~~without the restraining clauses~~

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30359

Ottawa, January 2, 1916

Mr. Ben M. Selekman,
The Russell Sage Foundation,
130 East Twenty-second Street,
New York.

Dear Mr. Selekman:

I have received your letter of the 30th ultimo, and wish to express my appreciation of your kindness in allowing me to see the first draft of your article on the Canadian Industrial Disputes Investigation Act.

The article discloses the care with which you have worked over the statistical data at your disposal, and I think you have made out a good case for the point of view from which you approached the subject. I could not help wishing, as I read the article, that someone equally industrious and able, whose point of view was as strongly that of the well-being of the community as a whole as yours appeared to me to be of the interest of one of the parties as you saw it, might have had the same opportunity and displayed the same zeal and patience.

I am prepared to admit that my own judgment would have inclined me to write the article from the point of view of the community, irrespective of the known predilections of either of the parties. I think I should have found in the same statistics, grounds for a conclusion supporting my point of view quite as emphatic as the one you have reached in support of the point of view to which you inclined. Probably

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the wholly unbiassed reader would find his impartial estimate somewhere between the different opinions you and I might reach from the same material.

I think your article is an excellent brief for a single point of view which at the moment is being urged with respect to one or two features of a proposed measure now the subject of public discussion in the United States. If the object of the Russell Sage Foundation was to have that point of view worked up to the exclusion of all others, I think the article might well be published as it stands. But as a comprehensive appreciation of the Act and its services to Canada over a period of nearly ten years, it seems to me to be seriously deficient. My knowledge of what the Act has effected would have led me to a consideration of its merits approached from the positive, rather than the negative point of view. Reading your article through, I think you will see that unconsciously it is the negative attitude you have adopted throughout.

For example, while you speak of the resolutions by the Dominion Trades and Labor Congress opposing the Act, you nowhere point out that these resolutions are not even to be found as a part of the records of the Government; that they were apparently regarded as relatively of so slight importance by the Executive of the Congress that communications transmitting them to the Government are not even in existence. You might, for example, have said that, though the Act has been on the statutes for over nine

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

years, there does not appear to be in the Department of Labour any real evidence of a desire on the part of the labor organizations to have the measure repealed. You touch this casually, whilst prominence is given to the Congress resolutions. In estimating the real feeling of a people, a resolution is a small thing unless it is supported by evidence which shows the real feeling that lies behind it.

I do not wish to be over-critical, but I cannot help feeling that many of your deductions, while possibly true on the basis of the data used, are inaccurate because of the insufficiency of the data. For example, you say that there is a growing sentiment in Canada that the chief difficulty is that the Department of Labour is in politics, and the efficient administration is hampered by political considerations. As a political opponent of the present Government I might be expected to be the first to welcome such a charge. As a matter of fact, I do not believe that any such sentiment exists. The present Minister of Labour has not been as efficient an administrator as I should like to have seen him be. I do not think, however, that his inefficiency has been due to political considerations, nor do I believe that such a view is generally entertained by the country. It is the popular kind of charge to be made in political meetings, but I doubt if you will find the material to support it.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Also, in treating of the extent of the strikes in the coal mines, the deduction you draw from the statistics given is that the Act has not met the purpose it was intended to serve. Knowing what has occasioned most of these strikes, apart from the statistics altogether, I should be inclined to say that, whereas prior to the enactment of the Industrial Disputes Investigation Act the coal mines in Canada were a matter of secondary consideration to the United Mine Workers organization, since the enactment of the measure, and for a very brief period prior to its enactment, the policy of the United Mine Workers was one of active endeavor to extend their organization to the Dominion and to force recognition. There is, thus, a very great difference in the deductions to be drawn from the statistics of the two periods. Had the Industrial Disputes Investigation Act been on the statutes seven years earlier and the policy of the United Mine Workers been the same as it was during that period, it would have been found, I think, that the loss of working days for the period would be very much less than it was, and that the difference would have been due to the legislation. I think if you are going to draw any deductions from the statistics with respect to coal mines, or indeed with respect to any of the strikes, you should, that there may be no mistake in the public mind, secure two separate statements: one which will show the number of working days lost through strikes in which the question of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

recognition was the main issue; and the other showing the number of working days lost where the cause of the strike was other than this. Perhaps I should add that anyone article is written to show the special bearing the Canada Act on legislation affecting railroads, and on the question of recognition as respects the Labor Brotherhoods is not likely to be a major one. I see no mention of the circumstance that in some cases men have received better conditions without the necessity of even applying for a Board, where but for the existence of the Act they would not have been able to obtain them without a strike. If I remember rightly, I mentioned to you a case of the President of one of the street railway companies in Canada, who admitted quite frankly that the men had been granted increases to avoid investigation which the measure would have compelled. This is an additional reason why some care should be taken not to leave this particular feature of the strikes in coal mines in central Nova Scotia out of the article in stating its effectiveness and usefulness.

Nor does there appear to be in your article any reference to the service which a measure of this kind may render where a market is unfavorable to labor and companies may seek to dismiss men and reduce wages without notice.

Nor do I see anything to suggest that the Act might, in the case of a great dispute, through preventing precipitate action, avoid in ~~industry~~ communities a situation analogous to that of the violation of Belgium by Germany.

I mention these features because they were points to which I specially directed your consideration, and it would seem that they were worthy of some notice in any article which was to give the public an all-sided view of the possible service the piece of legislation is rendering. Please do not misunderstand this criticism. I do not think that in any particular you have

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

sought to be other than absolutely fair; but I did feel in conversation with you that your mind was so strongly of a particular bent when you started on the inquiry that it would not readily entertain ideas which were not in accord with it. I am therefore not surprised to see the omission altogether of the few points here mentioned and which were among the number brought out in the interview you sought.

Perhaps you will allow me to raise just a question or two with regard to different paragraphs. You may or may not think they are deserving of notice in any revision you may give the article before its final appearance; but, as you have said you would like any criticism I may have to offer, it has seemed to me that you ~~would~~ have not made the suggestion without a real desire to have a perfectly frank statement from me, and it is on this assumption that I have proceeded.

Page 2. Under the heading "Fair Tests", two are suggested which seem eminently appropriate, but which do not appear to be developed in the article. The one of them respecting union recognition might be met in the manner above suggested. The other, as to whether there would have been more strikes, is dismissed with the line: "It is all but impossible to answer this question satisfactorily." Personally, I do not think it is impossible to answer the question, as it is possible to obtain

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

certain knowledge that some strikes would have taken place which did not take place because of the existence of the Act. Moreover, in every case where an application has been made for the Act, it has been accompanied by a sworn statement that a strike or lockout would take place unless a Board were granted. Either the applicants have perjured themselves in making these statements, or, (I believe in your method with regard to statistics, namely to take them all exclusively at their face value,) it is to be assumed that, where the application has been followed by a Board and a settlement has been reached, in all of these cases strikes have not taken place which but for the existence of the Act would have.

Page 3. The statement is made that the chief test of the efficacy of the Act should be its success in preventing strikes in coal mines, since it came as a result of difficulties in the coal mining industry. I do not think that the one follows the other. The test of the efficacy of the measure lies in what it has effected as a whole; and I should be inclined to think that the fact that street railway strikes, for example, have been almost completely prevented in Canada under this Act was as important a test of its efficacy when applied to public utilities as the result in any other industry to which it applies. I do not see anywhere in your article any statement which enlarges upon the effect of the operation of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the Act as applied to street railways. Knowing how serious street railway strikes usually are, and the extent to which they affect the innocent third party, the public, I should feel that any complete presentation of the Canadian measure should occasion some emphasis on this particular phase.

The statement is also made that the history of the coal mining industry in Canada indicates that it has suffered to a far greater extent after the Industrial Disputes Investigation Act came into operation than it did before.

Carried back far enough, i.e., a period comparable in duration, I do not believe that this statement would be borne out by the facts. The history of British Columbia just prior to the time of the establishment of the Department of Labour and during the first year or two after its establishment was pretty largely one of incessant strikes in the coal industry of that province. In fact, strikes were so numerous that for a while it had become impossible to get British investors to give another dollar to the coal industry there. An important Royal Commission which took up the whole question of strikes in mines and railways in British Columbia, in 1901, did more to bring industrial peace in that industry for the years immediately following than any immediate factor. Were one seeking the real significance of the facts, it would be found that the period of comparative freedom from strikes in

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

British Columbia was due to the kind of publicity resulting from compulsory investigation under Royal Commission which is secured under the Industrial Disputes Investigation Act. The statement as it stands in your article would carry the inference that the Disputes Act had been responsible for an increase in strikes rather than for the diminishing of them. If this statement is to remain as it is, it should, to my mind, be supplemented by a statement of what the policy of the United Mine Workers towards coal mines in Canada has been in the two periods.

It is interesting to notice that unconsciously you reveal in the article the real occasion of the increase in strikes in the coal fields, by pointing out that the United Mine Workers came in in 1902, and "the first strike under their auspices was called in March, 1906, for the purpose of securing recognition and better working conditions. . . . As a result of this strike,the Disputes Act was passed."

I do not see anywhere in your article mention made of the circumstance that many of the strikes with respect to which you give statistics occurred in total ignorance of the existence of the Act, and that when the terms of the measure had been explained to the men involved the difficulty was terminated by the application for an investigation under the provisions of the Act. To do justice to the measure there should be a careful

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

estimate of the number of strikes and the number of working days lost where strikes were called in ignorance of the existence of the Act, where so much emphasis is laid upon the fact that a strike was called "in direct violation" of its provisions.

Page 4. The statement is made that "Employers in Canada seem to be generally antagonistic to International Unionism" and that "the mine operators of Nova Scotia, 'choosing the lesser of two evils', as one Canadian official put it, preferred to deal with the local rather than with the international union."

I do not think this statement is wholly accurate. Antagonism, towards labor organization, where it exists, is in part due to the international aspects of unionism, but by no means wholly so. I have been told by one or two of the largest employers of labor in Canada that it was a distinct advantage to them to be able to deal with the large unions. So far as Nova Scotia is concerned, it was not, as I recollect the situation, a choice on the part of the mine operators at all, but a matter which primarily concerned the labor leaders. There were men in the union movement in Nova Scotia who preferred to be at the head of an organization there to being junior officials in an international organization. I think it will be found that this is the real explanation. I do not know who the Canadian official was that gave you the remark quoted, but I would not hesitate to hazard the guess that he was a member of an international union.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Page 6. A comparison is made between the six-year period before the measure was enacted, and the nine-year period subsequent to its enactment, and the statement is made that the loss of working days in the former period averaged 26.4 per cent. of all working days lost in strikes, and in the latter 46.9 per cent. The following deduction follows these figures: "Thus the Disputes Act has not succeeded in reducing the social cost of strikes in the industry for which it was primarily intended, but, on the other hand, the problem seems to be more serious now than it was before the Act was passed."

If instead of taking a six-year period prior to the enactment of the Industrial Disputes Investigation Act, you take a period of exactly the same length as that taken subsequent to its enactment, namely nine years, I believe the proportion of working days lost will be shown to be just as great in the nine-year period before as in the nine-year period after. And if a deduction as far reaching as the one drawn is to be made, I should feel that care should be taken to have the statistics absolutely complete in all particulars. As I mentioned, the unrest in British Columbia had been so continuous that in 1901 the Canadian Government found it necessary to appoint a Royal Commission to go into the causes of strikes in mines in British Columbia alone. I happened to be Secretary of that Commission, so I remember very well the conditions as they had been existing,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

and I do not hesitate to assert most emphatically that, if not more time, at least time in working days approximately as great, was lost in the three years preceding January 1st, 1901 as has been lost in any three years since the Disputes Act has been enacted. If this is true, what becomes of the deduction drawn from insufficient data?

Page 6. The following statement appears: "To the question why the United Mine Workers have not been prosecuted for violating the Act, Canadian officials answer unanimously - the law is unenforceable."

I do not know who the officials were who gave you this answer, but I do not hesitate to take absolute issue with them. You asked me the same question, and so far as I recall my answer it was that the penalties named in the Act for violation of its provisions were very similar to the penalties fixed in legislation respecting offences in the nature of a trespass. They were penalties which might be enforced at the instance of the party who believed himself to be injured, but were not intended to be of the sort which follow criminal acts. An attempt has not been made to enforce the penalty feature, but that is not because the law is unenforceable. It is because the parties in interest have not felt it desirable to seek to enforce these particular provisions. I imagine, however, that were a situation to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

arise again such as arose in Saskatchewan before the Act was passed, there would be no question about the application of these and other provisions as at least one means of helping to prevent people from being frozen to death in their homes while there was coal near their very doors available to save such a disastrous situation.

I have read with interest the quotation in your article from the prominent official of the Department with reference to the Act. I do not know who the official is, but the statement itself is so slovenly and inaccurate that I think in his own interests it would be as wise not to publish it. I have no doubt, whatever that if this statement is given to the public the Minister will be asked in Parliament for an explanation of it, because, being quoted as an official statement, it is one for which the Minister becomes responsible. I should feel that on the whole it were advisable to omit it altogether.

Page 7. I note the reference to myself along with the present Minister of Labour as to whether any legislation can prevent the occurrence of strikes wh[illegible]he fundamental cause is one of union recognition. If I recall correctly,-my answer, while in the negative to this question, was qualified by some remark to the effect that this was provided Labor was determined to violate existing law regardless of the circumstance that it was the enactment of the State as a whole. I am not sure that this

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

is the attitude of conservative unions; in fact I am inclined to think that the attitude is quite other. The degree to which it may be expedient to deal with the question of union recognition by legislation is, I think, questionable. The time may come when doubt on the subject may be removed.

I note the quotation, but I am quite sure it contains one phrase which I never used, namely "or want to get a trade agreement as a union." It may seem that the wanting a trade agreement is similar to a desire for recognition; but there is a considerable difference when the question of legislation is considered in relation to both. I can see wherein legislation might assist in obtaining a trade agreement with the union under certain circumstances, where legislation might wholly fail in enabling a union to obtain recognition as that term has frequently been used by labor organizations. Were I being quoted as I should care to be on this matter, I should prefer that my attitude in substance should be expressed as follows: "If men in a union are determined to seek recognition through striking, when the employer is unwilling to concede recognition voluntarily, legislation is likely to be of little avail to meet a situation of the kind." While it is quite true that such a situation would involve a struggle, and that in the majority of cases the issue would have, so to speak, to be fought out, I do not think it is necessarily true that in all cases the issue would have

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

to be fought out. Personally, I believe the time is coming when, unless some justification can be made for a struggle which injures the public, no matter what the cause - union recognition or any other, the public will find an effective means of preventing its being fought out, and that the organization which, in defiance of public will in this particular, takes an attitude defiant of the public law will be regarded as much beyond the pale of consideration as a nation which, without any consideration of the rights of another nation or its responsibilities toward it, violates all regard for public right or the sanctity of public obligation.

Page 10. Without [redacted] indicating that the opinion is an individual one, I am inclined to question the wisdom of the phraseology of the following sentences:

"The men's representative tries to get as much as he reasonably can for his clients, and the employers' representative, for his. To the chairman falls the task of steering them all to a happy compromise."

The use of the word "clients" is particularly unfortunate, as the members of the Board, once they are appointed, take an oath that they will seek to fulfill their duties impartially. Unless it is to be presumed that the selected representatives of Labor and of Capital on the Board, as well as the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Chairman, act without any regard for the oath of office they take, it is hardly fair to place two of them in a position of having clients for whose interests they are fighting, and the Chairman as seeking compromise;rather than, that, as I believe to be the case in the majority of Boards that were appointed, all three have sought to obtain justice in the light of the conditions as they were able to ascertain them. Somewhere in the article it is stated that in some 64 cases there were unanimous findings by Boards. I cannot believe that these findings represent simply happy compromises on the part of the Chairman and an equal struggle on the part of the other members acting for clients. Rather do I believe they represent an award upon conditions which an investigation disclosed to all three as fair and just.

Page 11. In speaking of the periods of time elapsing between applications for Boards and the filing of their reports, I think the paragraph as phrased is apt to create an erroneous impression. As one reads it, it arouses a prejudice against the measure because of assumed delays. To estimate aright the effect of the delay, one should know further whether as a consequence strikes were avoided, and some estimate at least should be made of the loss of working days, of wages, profits, etc., and possibly also of life, which might have occurred had a strike or

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

lockout taken place instead of the delays , which is the one feature to which attention is drawn.

Page 12. Under the heading "Attitude of Organized Labor", it seems to me that unconsciously you have disclosed the kind of inconsistency which shows how profound is the analysis on which opposition to the Act is based in certain quarters, ~~by stating~~ you state that it was mainly bitterness against delays that caused the Dominion Legislative Board of the Brotherhood of Locomotive Engineers to adopt the resolution that the Board "do all in its power to have the Industrial Disputes Investigation Act wiped off the Statute Books;" when on page 9 it is the representative of this very body of Locomotive Engineers who is quoted as saying, with reference to the service of the Act in disputes, "As far as I can remember since I have been in our organization, it never had a strike, even before the Act was passed. I can't be said that there would be strikes if the Act did not exist. We are constantly negotiating new agreements without applying for Boards."

It would be interesting, as an evidence of how generally expressive of feeling this resolution was, to know from the files of the Department just what this Board did in the way of exercising "all in its power" to have the Act wiped off. If the matter ended with the resolution, it would seem that this

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

fact would be deserving of public attention, seeing that the resolution itself, which is a pretty emphatic one, is quoted.

While everywhere throughout the article any opinion that seems to be adverse to the measure is given prominence, the opinion of the Railroad Telegraphers and the Maintenance of Way Men, each of which organizations has had important experiences under the Act, is given only in so far as it refers to the delays, and the favorableness of these organizations towards the measure, in so far as it is mentioned at all, is put forward in a form which would seem to emphasize the limitations of the Act rather than its advantages.

Page 13. The statement is made that "The Minister appoints a chairman who is usually a judge or some other professional person whose sympathies are with the employing class."

This, I think, is a most unfortunate statement. Personally, when I was Minister of Labour I never appointed as Chairman a single man whose sympathies I had not reason to believe were with Labor. Because a man is a judge or a member of some learned profession, it by no means follows that his sympathies are with the employing class as opposed to the employed. As a matter of fact, it is this kind of general inaccurate statement, so easily made but so difficult to unmake,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

that is responsible for unfounded prejudices in the mind of Labor that contribute more than any other factor to much of the social unrest of our times. Exactly parallel is the kind of unfair assumption made against persons of wealth simply because they have wealth, quite regardless of the high and noble uses for which they seek to use it. Would you, for example, believe that Mrs. Russell Sage has no sympathy with working women and working men and should be condemned as a person from whom no impartial judgment or sympathy could be expected by Labor, simply because her wealth brings her within the category of "the wealthy classes"? In this country at least I think such a statement as is contained in your paragraph referring to judges and professional men would be resented. When I think that the Department of Labour of Canada itself owes its origin to a gentleman who is at present Chief Justice of the High Court of Ontario, and that the Department was created by him to be an instrument of government to serve Labor, because when he was a boy himself, as he once told me, he had known for months what starvation meant, I cannot but feel a little deeply how unjust and injurious it is for responsible individuals and persons casually to pass on generalities of this kind, which serve to widen the breach between classes instead of helping, by a just appreciation of individuals irrespective of class, to bridge it.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Page 19. As respects the conclusions, I think with some modifying word in No. 1, I should be inclined to agree with the first five. That the Act has not prevented the recurrence of strikes in coal mines is true, if reference is made to all strikes or to a complete prevention. That it has positively contributed towards preventing some strikes I feel perfectly certain.

As to No. 2, there has been one serious strike, namely a strike on the Grand Trunk, which followed an investigation. This clause therefore should perhaps be modified by saying "but one serious strike" instead of "practically no serious strikes".

As respects No. 6, that the Act has not accomplished its purpose of giving publicity to facts involved in labor disputes, I do not know that this implies a correct idea of the purpose of the Act. Its purpose was to assist in preventing and in settling industrial disputes. Its purpose was not necessarily that of giving publicity to facts, except as a means towards this end. As a matter of fact, wherever without publicity the end can be obtained, it would seem to be a distinct merit that it should be obtained in this way. The degree to which publicity may be necessary is one of the factors of which a Board and the parties interested must be to a certain extent the judges. I am quite sure there are many cases where the publicity of facts which the machinery of the Act permitted has been most helpful, but publicity is a method rather than an object of the Act.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Regarding No. 7, while it may be true that the value of the penalty clauses is doubtful, I do not think it is true that they are unenforceable, nor do I think that they can be violated with impunity, as I believe would very readily be shown were the public to experience great inconvenience because of such an attempted act on the part of any large numbers of individuals. Neither am I sure that ~~only those~~ persons would not strike who are sensitive to public opinion, were the machinery of the Act limited to that of investigation alone. It is difficult to say what may be prevented through clauses that serve to restrain individuals whose better judgments are sometimes swayed by their temperaments.

I think I mentioned to you the value that may sometimes come from the presence of a single provision in time of great need. Had Belgium and the nations safeguarding her interest made provision which would have met a sudden very great emergency, she might today be a country as inviolate as the day on which the present war commenced. The fact that she did not need protection for fifty years or more did not make provision less significant, but rather the more significant the moment that the real emergency came. So I feel it to be with respect to any clause which may have a restraining effect. If it serves to save but one very critical situation, it may be worth more than thousands of enactments which purport to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

be doing great good for the mass of mankind.

In other words, my own feeling as respects matters of industrial research generally is that any estimate of legislation based on statistical records and which ignores human nature and conditions as they are and as they may become at any moment in the world in which we live, may be logical and splendidly worked out, but may be the more misleading on that account.

In conclusion, may I point out to you that in the article from beginning to end, while you speak of the employer's attitude and the importance from the point of view of social conditions of the attitude of Labor, nowhere do you seem to take any account whatever of the attitude of the general public towards the Industrial Disputes Investigation Act or its provisions. Nothing is brought out to indicate that both political parties in Canada, both Houses in Parliament, representing the country's interests and classes as a whole have been practically unanimous, from the day the measure was enacted, in upholding its provisions. This is a great, broad, outstanding fact of vast importance to members of Congress and the people of the United States, for whose information and guidance, according to certain of its paragraphs, the article would appear to have been written. If you are really to give a lead based on Canadian experience, I think it should include some such reference of Canadian

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

sentiment as public opinion, reflected through the nation's most representative institutions, would seem to warrant. Without some broad perspective of this kind, I cannot but feel that the microscopic analysis of statistics in a measure of such great public significance is other than unfortunate and misleading, and liable, if put forth at a critical juncture in your own country, to do more injury than good.

Let me add that one of my motives in writing thus fully and directly is that I realize the kind of responsibility which the Russell Sage Foundation assumes for any of its publications, and realizing this I have thought it better to avail myself of the privilege you have given me of criticizing perfectly frankly in advance, rather than of reserving criticism until after publication has been made. Perhaps you will think it desirable to allow Mr. Glenn to read this letter, as I am sure he will appreciate the force of what I am saying as to the great care Foundations must exercise in any opinions which they express on matters that are subjects of political controversy, and in which the public as a whole, as well as the individual parties to industry, is vitally concerned. I am sure that both you and he will feel that, while my interest is naturally keen in saving the Canadian Industrial Disputes Investigation Act from a prejudice that I believe to be unwarranted, it is not this motive, but rather the purpose of having the worth of the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Act in its larger entirety duly appreciated, that has occasioned me to write you at such length, and to do this very freely knowing that in both particulars your own intention and wish are the same as my own.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30383

Elizabeth Baroness Shaughnessy

and the members of her family

wish to thank you

for the beautiful flowers and

your kind messages of sympathy

which were deeply appreciated.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30384

MONTREAL January 12th, 1916.

Dear Mr. Mackenzie King,-

I appreciate very much indeed your kind letter of congratulation and beg to thank you for it.

The fact that one's life-work has been considered of sufficient importance to warrant the bestowal of such a distinct dignity by His Majesty the King is, naturally, a source of pride and satisfaction, but the abounding evidence that the announcement has been received with so much pleasure and approval everywhere is quite as gratifying to my wife and myself as the honour itself. It is our earnest hope that we may prove worthy.

With kindest regards and best wishes of the Season.

Yours sincerely,

Honourable W. L. Mackenzie King,
The Roxborough,
O t t a w a. Ont.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30385

Dear Mr Mackenzie King,

On behalf of my wife, myself and the members of our family I wish to express earnest appreciation of, and many thanks for your kind message of sympathy on the occasion of our recent great bereavement in the death of our dear son Fred.

Very sincerely

Montreal
April, 1916

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

well know and
yet as part I feel
that I have lost
not only a devoted
& loving father but
also my greatest
pal. We two were
so much together
especially for the last
few years. And it
is heart-breaking to
think of the dreadful
blank there now is
in my life — I shall

Mrs pencil over Haughnessy

30386

905 DORCHESTER STREET W.

Dear Mr King —

There are just
a few lines of deep
appreciation on behalf
of Mother and the
other members of
our family, for your
many messages
of sympathy. It
has been a terrible
blow to us as you

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

303887

always remember your
kindness, and I hope
that when you are
in Montreal you will
come and see us
Thank you again
Dr King.

Always very sincerely yr
Marguerite Slaughenessy

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Wednesday at 7.45
Could you fit in your
engagements so as to
join us, we would
both be so pleased
if you could. My wife
would write you her-
self but is indisposed
with the grip. It
looks as if the worst is
over. Hawley was on
the 'Inconstable' or the
'Invincible' I forget which.
She was sunk in the Dar-
danelles operations &
was himself badly shot-
up.

Yrs very sincerely
A.B. Sherwood

Sunday

Daniel bother writing just
phone if you answer but
make it 7.45!

45 Wadley Rd
(Rudiew 191

30388 Sherwood

My dear King,

It was more than
thoughtful and kind
of you to write me
at Christmas time &
we are most grateful
to you for your good
wishes. Have just had
a cable from Livy
who is in London on
five or six days hol-
iday, so that we can
feel easy about him
for that length of time.
Commander & Mrs Hawley
very interesting people
to dine with as

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30389

APS/W.

Chief Commissioner of Police, Canada

16-4-9-1501,
Confidential.

Ottawa, April 25th, *1916.*

Honourable W. L. Mackenzie King, C.M.G.,
Ottawa, Ont.

Dear Mr. King,-

Re- Henry Ford &
Hon. Clyde H. Travenner.

I enclose, for your perusal, copies of the letters to which I referred in our conversation some days ago, which please return at your convenience.

Yours sincerely,

A D Sherwood

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, April 26, 1916.

Lieutenant-Colonel A. P. Sherwood, C.M.G.,
Chief Commissioner of Police,
Department of Justice,
Ottawa.

My dear Colonel:

re Henry Ford and Hon.
Clyde H. Travenner

I have read with much interest the copies of the letters enclosed with your confidential communication of yesterday, and which I return herewith. You are right in believing that their contents would be of special interest to me, and I thank you for allowing me the privilege of perusing them.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30391

Arthur Ackerley,
65 Sorauren Avenue,
Toronto.

J. Walton Newbold

Conducted investigations in England into armament trust. Particulars given in "The Labour Leader", in England.

Fenner Brockway,

Editor of "The Labour Leader". Published a play, "The Devil's Business".

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

fearful fighting during the last few months. Two of his companions whom he mentioned in one of his last letters as having been in to see him a couple of days before were both killed about the time of the receipt of his letter, they were Alex Fraser and Willie Willson, since then his Captain has been wounded and his Mother and I cannot see how he has escaped. He went to Halifax last week to say good-bye to our young-er boy who for some time has been doing duty on a ship in the

Ottawa 30392
Oct. 9. 16

My dear Mackenzie King,

I do so appreciate receipt of your note of congratulation written at San Francisco, when I showed it to my wife tears came to her eyes she was so upset to by the too kind things you were good enough to say about us both. Many many thanks. Hear from Roy occasionally and tho he does not say much I know from where he is that he has seen a lot of

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30393

North Atlantic but has gone to England
to join a ship immediately in touch
with Enemy Subs so our anxiety
is increased. With kindest regards
in which my wife joins most
cordially believe me
Very Sincerely yours
A. D. Sherwood

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30394

France

Sep. 14th. 1916

Honourable Sir

I take this offerturnity of writing you a few lines. I trust you will overlook the delay but since coming over seas I have been fairly busy Well Sir during my short time in France and Belgium I have seen lots and my whole sympathy goes out to the poor Belgian refugees there is no doubt about it they certainly have realized there is a war on and I feel sure if some of the young men in Canada could only see some of the sights I have seen

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

then I feel sure they would
not hesitate to join up and
fight for liberty. Well Sir
as you know I came over with
Colonel. W. J. Hurdman and I
am still with him and I
hope to be with him to the
end of the war then I presume
I will be with him again in
the militia Dept. although
I may be back in private Servis
again then I may have the honor
of waiting on you again. I hope
at least to meet you in Ottawa
again and soon. Well Sir I
am enclosing one of my Photos
you will observe I have grown
a moustache since leaving
Ottawa well that is the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

misfortune of war we have to do
lots of things now that we
would never dream of doing
if we were in civil life. Now
so far as things have gone I
have no complaints to make
we are well fed and clothed
and we have got comfortable
billets and the weather up till
now has been pretty good
Now Sir, I hope I am not taking
up too much of your valuable
time and trusting this will
find you well also your
worthy friends Mr + Mrs Foster
I remain

yours very respectfully
J Simpson

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

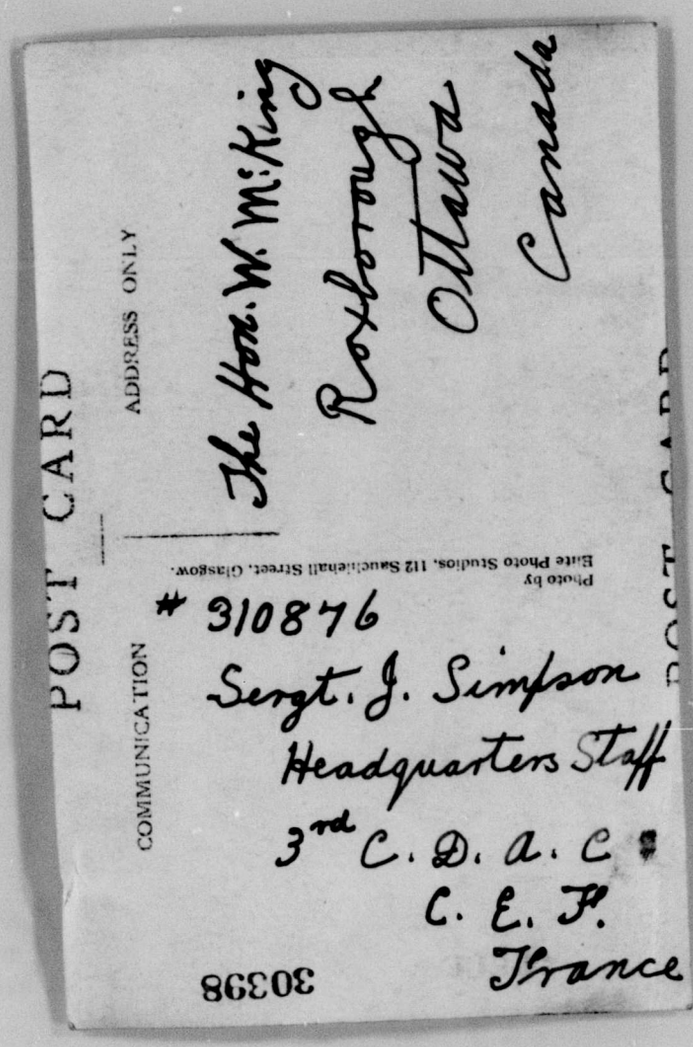
30397



W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA


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Roxborough
Ottawa
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COMMUNICATION

310876
Sergt. J. Simpson
Headquarters Staff
3rd C. D. A. C.
C. E. F.
France

30398

Photo by
Elite Photo Studios, 112 Sauchiehall Street, Glasgow.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30399

Ottawa, December 4, 1916.

Sergeant J. Simpson, #310876,
Headquarters Staff, 3rd C.D.A.C., C.E.F.,
France.

My dear Simpson:

I was pleased to receive the letter you sent me from France in September last, and also the photograph of yourself which it contains. Unfortunately, I have been away from Ottawa a good deal and this is the first chance I have had of writing to thank you for it. I am glad to see you looking so well, and pleased to know that you are enjoying your life in the Army. Certainly every man at the front to-day is deserving of all the regard which his fellow citizens can show him, and I assure you that all of us at The Roxborough are very proud of the part you are taking in this great war for human freedom and liberty.

This being the first week in December, it will probably be Christmas time before this letter reaches you. I hope it will find you well and strong and that your Christmas, wherever it may be spent, will be a happy one. I trust, too, that you will come safely through all the perils of this great strife and return to Canada to enter upon what I hope may be a long and useful life free from the strife of nations and of men.

With the best of wishes, in which Colonel and Mrs. Foster join me, and with kind regards, I am,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30400

Confidential

Ottawa, January 20, 1916.

Mr. James Simpson,
Care of The Toronto Daily Star,
Toronto.

My dear Simpson:

Would you give me confidentially your views as to what would be the proper thing for the Federal Government to do in the matter of Technical Education. You know the considerations of which account has to be taken as regards the jurisdiction of the Provinces and the Dominion, and you know also what programme is likely to be not only most acceptable but also most serviceable to Labor and Capital.

I am giving this matter some careful thought at the present time, and should be glad indeed to have an expression of your views within the next fortnight, if you could conveniently let me have them within that time.

Yours very truly,

W L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

work there and d gave so much of her strength and time - Thanks for the confirmation report by Dr Gallie. He speak most encouragingly of the operations. In closing his report he speaks of the permanence of the results and says "the degree of benefit derived by the patient and the fact that the immediate improvement has stood the test of three years remove any hesitation on the part of the writer to recommend this form of treatment."

30401

26 Ahrens Street.
Berlin. Ontario
June 24th 1916.

Dear Willie.

It seems a shame that the days have actually slipped away one by one until the End of June is here and I have not acknowledged your Christmas book. All I have to plead is a bit of a nervous breakdown - I was in bed with a trained nurse for sometime in the winter, and even yet

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

have to be very careful - which means, rest - rest - and more rest. It is all a new experience for a healthy person - the way of Martha & the way of Mary was a most interesting book; especially so it has this year with Russia one of our allies. We are still struggling trying to get a new name for Berlin. A union with Waterloo seems all of the question now & the Council have chosen this manner to give

the people a voice in - of the city Brock & Kitchener seem to be the favourites - Harvey thinks Kitchener will carry, personally I think I would be more at home living in Brock than in Kitchener - I was so glad to see by the papers that St Andrew's Institute had erected a tablet in memory of Bella. I don't know any thing that gave me more real satisfaction than to know that had been done; for she did so love the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

it was the permanence of the results that more than anything else worried me - Billie is so well. Rosy lips, full of life & is starting to walk without his crutches. as soon as I feel able we must go down to see Mr Clark to make sure that all is well. Harvey and I both appreciate the reports of the work you are interested in in Colorado. I have especially been delighted with your work. In my mind it is infinitely finer than politics. The Secretary makes

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

some fine references to your work. If my modest opinion counts I think you are the right man in the right place. This awful war still goes on and our own men have been under heavy fire again. Did you notice that London Graves was among those killed? The american people are having their worries with Mexico. and an election is always disturbing to the country - We have

30404

sometime you will be able to spare a little while to run up to see us perhaps in September or October if you are in Toronto you could arrange to come up here. Hoping you will forgive my long delay in acknowledging your Thoughtfulness

Believe me
Yours Sincerely
Florence Lyon

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30405

26 Ahrens E. West.
Berlin. Ontario
July 25th 1916 -

My dear Willie

Imagine having the choice of two such nice invitations as you gave us & then not being able to accept either of them! Harvey is pretty well tied up this summer! Mr. Millar has felt the heat & not been able to do much. In fact he is away just now. & of course Mr. Gregory or I should say Major Gregory is at Camp Borden.

terrible. I have not heard of any cases here, but I suppose the children here are a much exposed to danger as in other places. Kenneth is a little older than most of the children who take it. Give my love to your Father & Mother & and again thanking you for thinking of us

Believe me
Yours sincerely
Florence Sims

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

leaving the care of the work
to Harvey. We fully
appreciate your kind
invitation & are only sorry
not to be able to accept it.
I know how pretty Kingsmere
is & should love to have had
a few days there. I am sure
your mother & father will
enjoy the change & you will
be happy in having them &
I hope the rest and
change will greatly benefit

you as nerves are most
pleasant when they once get
the upper hand. I have been
resting most of the time &
consequently look as well as ever
only any exertion ties me out
which seems strange for a
person with as much strength
as I have. The heat has
been so extreme & we have
not had one drop of rain.
This morning there is a
delightful breeze. Sent the
spread of infantile paralysis

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30407

Ottawa, January 31, 1916.

Mr. H. J. Sims,
Berlin, Ontario.

My dear Peter:

I enclose an article which I know will interest you, and which perhaps you may have already seen. Do you think the Berlin "Telegraph" would find it possible to reprint the article in one of their Saturday numbers? Should they be agreeable to doing so, I think it would give pleasure to many of our friends in different parts of the riding.

I hope you and Florence are both well, also the children. It was a real regret to me not being able to get up to see you during Christmas week, but I have not abandoned the hope of a visit before Time gets along very far.

With best of wishes,

Ever affectionately yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Berlin. 30408 Feb 13/16

My dear Billy

I am sending you a copy of the Telegraph containing the article which you sent me. Mr Bean was very glad to publish it.

On the front page of the Telegraph you will notice the report of a meeting at which the changing of the name of Berlin was discussed. A great many of our leading citizens are in favor of it

it. Borden is supposed to have suggested it. The idea being not to antagonize the German vote. Then again he is charged with hurting the Meyers trial. The men committed for trial for sedition. I am satisfied that if there were an election now he would be defeated.

When do you expect to be up here. I do hope it will be soon. We are putting Billy to bed tomorrow for another operation

With kind regard

Remain yours affectionately

Mackenzie King

Have you had copy of this speech?

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

changing the name and I would not be at all surprised if it were done. There has been a great deal of talk in the newspapers about the disloyalty of some of our people. The reports are exaggerated. But at the same time many outsiders believe what they see in the papers and it is hurting the city.

Personally I favor changing the name & a great number of us believe the time opportune to amalgamate with Waterloo & call the new place Waterloo. What do you think of this. You were here in Berlin & I know that you would be very much interested.

There is a very general opinion here that Weichel is playing a double game so far as K. Waterloo is concerned. The City council last year twice asked for the appointment of a registrar for the registration of aliens. The government refused

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, February 18, 1916.

Mr. H. J. Sims,
Berlin, Ontario.

My dear Peter:

I have been in New York the past ten days, and returned to Ottawa only at noon to-day. This will explain why you have not received sooner a reply to your most interesting and welcome letter of the 13th instant, and also a word of thanks for your kindness in having had reproduced in The Berlin "Telegraph" the article from The "Toronto Star Weekly". I hope when you see Mr. Bean you will thank him for reprinting the article. I know that among my friends in Waterloo County, there are many who will appreciate it hardly less than I do myself, and I am glad that in so far as my work continues to be of interest to them, they should have the best word that can be said about it.

I have read with interest the discussion which took place in the City Council respecting the change in the name of Berlin. I notice that most of my friends who spoke on the subject appear to be strongly in favor of making a change. Personally, I do not feel that way about it. If a change were made, I should not know what to say if asked where I was born. The circumstance that the city bears the name it does is

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

unfortunate at the present time; but if the name of Berlin is changed, for the same reason it would seem that so also should be the names of Breslau, Hamburg, Baden, Strasburg, Heidelburg, etc. It is not so much the name as the collective opinion of the community which is a matter of concern in the present crisis, and I am not so sure that loyal demonstrations such as have been effected in the large amounts raised for patriotic purposes will not do more as an evidence of loyal sentiment than even a change of name might do. After all, there was a time just a hundred years ago when the name 'Paris' was as hateful to the British as the name "Berlin" is to-day. Let us pray that long before the close of another hundred years, the German nation itself will be so transformed that all grounds of continued hatred will be removed. I feel that too great care cannot be taken in making sure of the loyalty of every citizen at this time, and any who are found really sympathizing with Germany should be sharply dealt with. To change the name of a community with which vast numbers all over the continent have been associated, would, I fear, penalize the innocent as well as the guilty, and would be placing an emphasis on externals rather than realities, something which through life we cannot guard against too carefully.

This is only a personal view, of course, and I shall not be surprised if the name is changed, for the change accords

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

(Pardon the circumstance that you approve of it!) with jingo sentiment, and jingoism is a real force at all times, but especially in times like these. If you are going after names, you had better change Weichel's at the next election. Only what will become of our friend Honsberger, who, despite his name, has a son at the war and is the best of patriots? Doesn't this help to indicate how little, after all, there is in a name?

I am still looking forward to a visit with you, but just when it will be possible to make it I cannot say. While I am not working at so high pressure as formerly, I am none the less constantly at work, and this being a habit it becomes harded each year to break the chain. However, I hope some chance will offer in the near future.

With all good wishes, and renewed thanks, Believe me, dear Peter,

Ever affectionately yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30413

Ottawa, March 10, 1916.

Mr. H. J. Sims,
Berlin, Ontario.

My dear Peter:

I have been following with interest the situation as it has been developing in Berlin. Some of the incidents are most unfortunate, and I fear that if the present antagonisms are fostered and developed, something serious may happen sooner or later. What is particularly unfortunate is the circumstance that for the life time probably of all at present in the community the feud will leave a legacy of bitterness which will work endless mischief and harm.

I have been wondering if some way could not be found to end the trouble, that might help to spare the feelings of all concerned, and at the same time effect what apparently a large number of the citizens are determined to bring about. As respectsthechange in the name, it would be impossible to hope for a larger community like Berlin to take the name of Waterloo, even if the two were to combine, though this being the name of the County would make it wholly appropriate. Have you ever thought of extending the combination idea further and bringing Bridgeport into it. Let Berlin, Waterloo, and

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Bridgeport all become one large city, but each surrender its own name and merge its identity in some new name acceptable to all three. The old names of Berlin, Waterloo, and Bridgeport might be preserved for district purposes; for a time they would continue to be used by people communicating with their residents, but little byy little, as the younger generation grows up, the new name would become generally used and acceptable to all. Why don't you quietly discuss this with one or two of the leading spirits and get a genuine movement commenced on this basis. Sooner or later the amalgamation ought to be made. It could be made now to the advantage of all concerned, and in a way which would soften ill feeling.

I had a talk this morning with William Breithaupt, and must say I felt sorry for him. The people of German descent in Berlin cannot help their blood and many of them hate Prussian militarism just as strongly as you and I. Under the British flag, we cannot, if we are to be loyal to its traditions and not substitute the Prussian spirit, be other than considerate of all of our fellow-men. I spoke of the idea of combining the three communities under a new name to Breithaupt, and he seemed to fall in with the idea at once. He represents, probably more strongly than any other citizen, the wing that is holding out for the retention of the name 'Berlin'. I am sure that in this idea there lies a basis of compromise which would be honorable and I should imagine agreeable to all. Breithaupt said he thought the name 'Brunswick' would be a good name for a new community.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

I must say I think his suggestion has much to commend it. If the House of the reigning sovereigns of the British Empire means anything to loyal British subjects, that name should be acceptable to them. We have a Province in this Dominion of the same name. It is a name which for different reasons would appeal to descendants of Germans and English alike. To give for the name of the capital of the German Empire the name of the House of the sovereigns of Britain whose names have been most honored in our own generation, the name of the House to which our own Governor General in Canada belongs, would be striking enough at this time. It would serve to make the change of name historic in the right way, and it would, I believe, be helpful to all three communities themselves.

It would not do for Breithaupt, in view of the controversy in which he has become involved, to suggest this name, or at present have it known that he had anything to do with the suggestion. It would be better that you yourself, or someone to whom you might make the suggestion, should put forth the idea if it appealed to you. Of course, the name is secondary to the idea of amalgamating the three communities. ~~H~~ere is under some name that is new really something that would do all the good that is to be done by a change of the name of one, and avoid very much of the bitterness and harm that such a change by itself would bring.

Think it over, Peter, and see if the idea does not make a strong appeal.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30416

MILLAR, SIMS & GREGORY
Barristers, Solicitors, &c.
ALEX. MILLAR, K.C. H. J. SIMS. L.L.B.
W. H. GREGORY.

SOLICITORS FOR
THE CORPORATION OF THE COUNTY OF WATERLOO.
THE CORPORATION OF THE CITY OF BERLIN.
THE MUTUAL LIFE ASS'CE CO OF CANADA.
THE ECONOMICAL MUTUAL FIRE INS. CO.
THE CANADIAN BANK OF COMMERCE.
THE BANK OF NOVA SCOTIA.
THE DOMINION BANK.

77 King Street West,
Berlin, Ont.

March 20, 1916.

Hon. W. L. MacKenzie King,
The Roxborough,
Ottawa, Ont.

My dear Billy,-

I received your letter of the 10th inst. and I must apologise for not answering earlier. The truth is, I have been extremely busy. My partner, Mr. Gregory has enlisted, and it has thrown a lot of additional work on my shoulders. About the time you wrote, things were not looking very well around here, and there was a certain amount of bitterness being engendered between those of German extraction and the English speaking people.

I think the trouble largely originated through the Government failing to establish a registration office here for alien enemies. Last year the City Council twice asked for registration, but the Government refused their request. It is generally believed that Mr. Weichel side-tracked the matter fearing that it would antagonize the large German vote here. The result was that some of the Germans became quite outspoken and thought that they could do and say what they pleased. Among these was Rev. Mr. Tappert, the St. Matthews Lutheran minister. The Concordia Singing Society was also carried on their meetings and it was believed that considerable pro-German talk took place there every time they got together.

As you are aware, they are raising a Battalion in North

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

2. W.L.M.K.

Waterloo and the recruits had to put up with quite a bit of taunting. The outcome was that the soldiers cleaned out the Concordia Club and also dragged the Lutheran minister out of his house and marched him up and down the main street. Personally, I think these incidents have had a very good effect. At the same time the City Council passed another resolution asking for registration here, and this time the Government granted it. All these things have cleared the air. You hear no more pro-German talk on the streets. A number were rounded up and interned. A large number of recruits have been obtained in the last week or so and the Battalion is now over 600 strong. They fully expect they will be able to raise the requisite number. A large proportion of the recent recruits were of German extraction. We are all of course, very glad to see this.

Shortly before Mr. Breithaupt saw you, he was foolish enough to insert an article in the local newspapers opposing the changing of the name of Berlin, and giving expression to what a lot of people thought, pro-German sentiments. The Recruiting League came back with a perfectly ripping reply. It was unanswerable, and it cut up Mr. Breithaupt badly. He left town for a week, presumably for New York, but apparently turned up in Ottawa. He has only himself to blame for the incident. Feeling was very strong against him, and his house was guarded for a number of nights. I felt very sorry for Mr. and Mrs. Breithaupt.

The matter of changing the name of Berlin comes up in

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

MILLAR, SIMS & GREGORY

S. W.L.M.K.

the Private Bills Committee next week. As one of the City solicitors I have the matter in hand for the Corporation. It is being opposed, but I feel satisfied that the change will nevertheless be made. Suggestions for a new name are coming in from all quarters and the City Clerk tells me that he has over 6000 already. I like the word "Brunswick" which you mention. I am afraid however, that it will not be acceptable. It has too strong a German flavor. Personally, I am very much in favor of amalgamation with Waterloo. In that event, I think the whole place should be called "Waterloo". The Waterloo people, I do not think, would come in unless their name would be retained. A great many of our business people prefer a new name, although I think if it were left to the people they would choose the name of Waterloo. The idea of taking in Bridgeport strikes me as a good one. As you are possibly aware, the Corporation limits now extend very near to Bridgeport. I am satisfied that if not now, at least in a short time, the Village of Bridgeport will also be taken in.

I was very much pleased with your interesting letter. I wish you would send in some new name for Berlin. There is a contest on which closes at the end of this week. The first prize, by the way, is $200.

With kind regards, I remain,

Yours very sincerely,

Peter

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30419

Ottawa, March 30, 1916.

Mr. H. J. Sims,
Berlin, Ontario.

My dear Peter:

Let me thank you for your most interesting letter. I hope that the fact that you are one of the solicitors of the Corporation, in conjunction with the circumstance that the matter of changing the name of Berlin comes up in the Private Bills Committee next week means that you are to be in Ottawa at that time. In the hope that this is so, I am merely sending this acknowledgement to say that I count on having just as much of your time should you be in the city as you can possibly spare. I do hope that you are coming down.

If I think of a name for Berlin which I feel sure will win the $200 prize, I shall send it to you by subsequent letter or wire. Why not include Waterloo, Bridgeport and Berlin all under the name of Waterloo, that being the name of the County. That would be my suggestion if the three places were taken in, and you might get the name through if you included all three, instead merely of having Berlin give up its own. The circumstance that the identity of the Town of

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Waterloo would be so much the more completely lost under this idea might help to reconcile the people of Berlin to surrendering theirs for the name of the County. Still, I shall be sorry to see the old name go.

With all good wishes,

Ever sincerely yours,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30421

MILLAR, SIMS & GREGORY
Barristers, Solicitors, &c.

ALEX. MILLAR, K.C. H. J. SIMS, L.L.B.
W. H. GREGORY.

SOLICITORS FOR
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THE CANADIAN BANK OF COMMERCE.
THE BANK OF NOVA SCOTIA.
THE DOMINION BANK.

57 King Street West,

Berlin, Ont.

April 1, 1916.

W. L. MacKenzie King Esq.,
The Ronborough,
Ottawa, Ont.

My dear Billy,-

I have your letter of the 30th inst. The Privatecist which we are seeking for the change of the name of Berlin is a matter over which the Local Legislature has jurisdiction. I mention this because in your letter you expected me to be in Ottawa. It looks as if some things may shape up in such a way that I may be obliged to go to Ottawa shortly. If I do, I will of course let you know in good time. I would like very much to have a talk with you. There seems to be a very general impression that the Borden government is due. I am very, very sorry that you are not back in North Waterloo again.

With kind regards, I remain,

Yours very sincerely,

S/M

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, April 13, 1916.

Mr. H. J. Sims,
Berlin, Ontario.

My dear Peter:

I do not know whether you saw the communication on the attached cutting, which is from the "Globe" of April 10th, or whether it has been reproduced in the Berlin "Telegraph". If it has not, perhaps you would ask Allan Eby to give it space. I am sure it will give pleasure to some of my old friends in the riding, and perhaps it will do no harm to keep material of this sort before them.

When are you coming down? I expect to be in Toronto during the Easter vacation. Will there be any chance of seeing you there at that time?

With best wishes to all,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30423

MILLAR, SIMS & GREGORY
Barristers, Solicitors, &c.

ALEX. MILLAR, K.C. H.J. SIMS, L.L.B.
W. H. GREGORY.

SOLICITORS FOR
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THE BANK OF NOVA SCOTIA.
THE DOMINION BANK.

47 King Street West,

Berlin, Ont. Apl. 15, 1916

Hon. W. L. MacKenzie King,
Roxborough Chambers,
Ottawa, Ont.

My dear Billy,-

I have your letter of the 13th inst. together with the clipping from the Globe. I am having Allen insert it in the Telegraph. It was a fine letter which the Colorado men sent you. The fact that it is from a committee representing both capital and labor lends added interest to it, and shows without doubt what they thought of your work. All of your friends here know that whenever you put your hand to a thing, you always carry it through to a successful issue.

If at all possible, I will see you during the Easter holidays in Toronto. I haven't got my plans made out for the vacation, but it looks as if I will not be able to get away for more than a day or so. Capt. Gregory, my partner, has enlisted and it leaves me with a great deal of work.

If I decide to go to Toronto I will likely call you up at your father's house.

Yours very sincerely,

W. L. Mackenzie King

S/M

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Kitchener. Nov. 5 '16.

30424

My dear Billy

I notice that Sir Beerbohm Tree is playing Henry VIII in America at present and will be at the Alexandria Toronto for two weeks during the winter. You will recollect that we saw Tree in the play at His Majesty's in London when we were over. I would like very much to see him again. Could you not make it convenient to

Hamburger was rather active in favor of the Change rules has done a great deal for recruiting. Reichel on the other hand is believed to have been lukewarm & indirectly fostering the local Germans at Ottawa. He has alienated a lot of the English speaking Tories. At the same time Hamburger has hurt the feelings of some of our German friends. Altogether it's quite a mix up.

How is your mother keeping. I hope she is well. Is she still at Jennie's. Florence & the children. We all send love. Peter.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

3912

she in Toronto when Joe is there. We could go together. You will recollect how we enjoyed it. He has been playing at the Hollis Theatre Boston & the critics say it is a magnificent production

I got your letter which you wrote me from the Queens in Toronto on your return from London. I quite understood that you were with the others that were going up to Sir Peop Gibbons. It was quite a night. The boys were all very glad to see you again. The only thing is I am sorry you did not see more of them.

How are things going politically. There seems to be a general impression that we are going to have an election before long. possibly next June. There is very general dissatisfaction with the Government you hear it all over. Everybody seems to think that the Liberals are bound to win

Things are badly mixed here though the same changing

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30426

MILLAR, SIMS & GREGORY

Barristers, Solicitors, &c.

ALEX. MILLAR, K.C. H. J. SIMS, L.L.B.
W. H. GREGORY.

SOLICITORS FOR
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THE CANADIAN BANK OF COMMERCE.
THE BANK OF NOVA SCOTIA.
THE DOMINION BANK.

47 King Street West,
Berlin, Ont.

KITCHENER, ONT.

Nov. 14th. 1916

My dear Billy.

I wrote you yesterday saying I had got tickets for Lee at the Grand in Toronto for next Friday night. I forgot to ask if you would like to go evening dress. I would prefer it if you are satisfied.

I do hope you will be able to come. It should fit in nicely with your Toronto trip. It would also be a pleasant reminder of our old country trip - the most enjoyable trip I ever had in my life. Will you write me or wire a good time if you can come. Don't say No.

Sincerely Yours.
Peter

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30427

EVERYBODY LIKES THE



30427
GEO. WRIGHT & CO.
PROPRIETORS

Nov. 16/16.

My dear Billy.

I got your letter yesterday
was sorry to hear that you had
been laid up. However I did
not suppose it was anything
very serious. although one always
dreads operations.

I am in Toronto & have
just come from the Grand where
I got seats for Lee in Henry
VIII for Friday night the 24th inst.
I did this because I know you
will be here for Parliament
dinner on Thursday night & for
the general meeting of the Reform

THE HOTEL CARLS-RITE ANOTHER OF TORONTO'S MOST POPULAR HOTELS IS OPERATED UNDER THE DIRECT SUPERVISION OF THE PROPRIETORS OF THE WALKER HOUSE, R.S. HUBBELL, MANAGER, IN CHARGE.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30429

~~King &~~ Sinclair
Barristers, Solicitors, Notaries, etc.

~~JOHN KING, K.C.~~ DONALD L. SINCLAIR.

TELEPHONE MAIN 2591.
CABLE ADDRESS. "SINCLAIR"

Law Offices: Temple Building
Cor Bay & Richmond Sts.

Toronto, Canada, Aug. 9th 19 16

Hon. W. L. M. King,

Ottawa,

Ont.

My dear Mr. King.,

You will remember my expressing to you the hope that some of the millions of Rochefellow Foundation might fall my way. I was not at all serious and had no thought that I might ever mention it to you again. But you were good enough to say, that if a proper case were presented you would be glad.

I am now on a committee that is obtaining subscriptions to the suffering Armenians. Some of the committee heard that the Rochefeller Foundation would contribute an amount equal to the total amount we can raise for this purpose. I am asked to inquire if this is true. In case we have such a proposition to place before subscribers, it would greatly encourage them in their generous gifts.

In case these arrangements have not been made, perhaps the urgent necessities of these outraged people would come within the objects of the Foundation and that you would give favorable consideration to it. I should in that case, be pleased to be informed by you, as to the manner in which you would prefer us to present their case.

I feel that it is needless to enlarge on the merits of the case, as you have likely seen the reports of British Commissioners and others detailing the awful cruelties and privations suffered by the remnant of this ancient people. They now need much medicine and nourishment to save them from extinction.

I shall esteem it a great personal favour to hear from you as to this.

In the enclosed circular you will observe many names of patrons familiar to you, who will be glad to learn that you are able to assist in this very worthy object, and in its success in Canada.

Yours sincerely,

D. L. Sinclair

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30428

EVERYBODY LIKES THE

Walker House

"THE HOUSE OF PLENTY"

TORONTO'S FAMOUS HOTEL

TORONTO, CANADA.

30427

GEO. WRIGHT & CO.
PROPRIETORS

Nov. 16/16.

My dear Billy.

I got your letter yesterday
& was sorry to hear that you had
been laid up. However I did
not suppose it was anything
very serious, although one always
dreads operations.

I am in Toronto & have
just come from the Grand where
I got seats for Lee in Henry
VIII for Friday night the 24th inst.
I did this because I know you
will be here for Parliament
dinner on Thursday night & for
the general meeting of the Reform

THE HOTEL CARLS-RITE ANOTHER OF TORONTO'S MOST POPULAR HOTELS IS OPERATED UNDER THE DIRECT SUPERVISION OF THE PROPRIETORS OF THE WALKER HOUSE, R.S. HUBBELL, MANAGER, IN CHARGE.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30427

30428

occasion next day. I fully
expect to have Mr & Mrs Berham
go with us. You will remember
the Berhams - He is Collector
of Customs here - a Son of the
large Geo Berham. My idea
is for the four of us to
have dinner together at 6.30
Friday evening & then go to the
theatre. I do hope you will not
disappoint me. Will you write
me in good time if you can come so that
I can make the necessary arrangements.

I do hope that you are
now fully recovered from your
operation & that I will find
you in your usual good shape
next week. All well here.

Yours very sincerely.

Peter.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30429

~~King &~~ Sinclair
Barristers, Solicitors, Notaries, etc.

~~JOHN KING, K.C.~~ DONALD L. SINCLAIR.

TELEPHONE MAIN 2391.
CABLE ADDRESS. "SINCLAIR"

Law Offices: Temple Building
Cor Bay & Richmond Sts.

Toronto, Canada, Aug. 9th 19 16

Hon. W. L. M. King,

Ottawa,

Ont.

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Yours sincerely,

D. L. Sinclair

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, August 14, 1916.

Mr. D. L. Sinclair,
Temple Building,
Toronto, Ontario.

Dear Mr. Sinclair:

I have just returned from an absence of some days in New York and Maine, and find your letter of August 9th. I have written to the Secretary of the Rockefeller Foundation to find out what the Foundation is doing with respect to the suffering Armenians, and as soon as I receive a reply shall write you again.

I would make this letter of greater length were it not that I am leaving in a few minutes for Kingsmere, where I hope to see both Father and Mother, after an absence from them of ten days. They are spending part of the summer with me at my little cottage. Did they know I was writing to you, they would both wish me to send their kindest remembrances.

With kind personal regards, and hoping all is going well with you, I am,

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - I enclose a booklet which I think may be of interest to you.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30431

Ottawa, October 26, 1916.

Mr. Donald L. Sinclair,
Temple Building,
Cor. Bay and Richmond Streets,
Toronto.

Dear Sir:

Mr. Mackenzie King is absent from the city during this week, and therefore will not have opportunity to read your communication of the 24th instant * until his return, which will probably be some time early next week. I send this note as an acknowledgment of your letter and as an explanation of the delay you will no doubt experience in receiving a reply.

Yours very truly,

F. A. McGREGOR

Private Secretary.

* typewritten

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30432

Mr. and Mrs. Daniel Smiley request the pleasure
of your company at the
Twenty-second Annual Lake Mohonk Conference
on International Arbitration to be held at Mohonk
Lake, N. Y., Wednesday, Thursday and Friday
May seventeenth, eighteenth and nineteenth
nineteen hundred and sixteen

The favor of an answer is requested
Mohonk Lake, N. Y.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30433

Ottawa, January 31, 1916.

Mr. Alex. Smith,
Barrister,
Trust Building,
Ottawa.

Dear Mr. Smith:

-- I think you will be interested in seeing the enclosed.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30434

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET

Ottawa, Canada.

April 11th., 1916.

Hon. W. L. M. King, C. M. G.
Roxborough Apartments,
Ottawa, O N T.

Dear Mr. King:-

When I came to arrange letters &c. that came to me on the Publicity Committee I found a letter from you enclosing me a page of the Toronto Star Weekly containing an appreciation of a portion of your work in connection with the Rockefeller Foundation. I am sorry this was fyled away with the above correspondence as in consequence I did not promptly acknowledge receipt of the article. On these larger aspects of your work I take an appreciative interest and recently read another article in the Star and also a booklet of addresses by J. D. Rockefeller, Jr. which came to my attention accidentally.

As to another feature I may say that last summer whilst visiting in several portions of the Province of Ontario I frequently heard the remark "at the next election the Liberals will lose thousands of votes if the Tories distribute the picture of King and Rockefeller".

Yours faithfully,

Alex Smith

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30435

Ottawa, April 12, 1916.

Mr. Alexander Smith,
The Trust Building,
48 Sparks Street,
Ottawa.

Dear Mr. Smith:

I thank you for your letter of the 11th instant. I am well aware of the prejudice that the name "Rockefeller" is apt to arouse, and there may be some grounds for believing that attention should be attached to the remark quoted in your letter to the effect that if at the next elections the Tories distribute the picture of King and Rockefeller the Liberals may lose thousands of votes. On the other hand, if our friends are as ready to circulate the truth as to the significance of this picture, the Liberals may win thousands of votes as well as lose them.

As I think you personally know, the significance of my association with Mr. Rockefeller, Jr. in Colorado was that I had been able to obtain through the Rockefeller Foundation, of which he is the President, $100,000 towards the relief of miners and their families whom I found to be facing starvation when on my own account, and by no direction of anyone, I visited Colorado near the close of the great industrial battle in that State. So bad had the situation become

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

in Colorado that the Governor had been obliged to appoint a State Committee on Unemployment and Relief to cope with the situation, and I was appointed by the Rockefeller Foundation to act as its representative in the distribution of $100,000 relief it had granted. What my services in this connection may have amounted to is perhaps represented in a letter which I received last week from the State of Colorado Committee on Unemployment and Relief, a copy of which I have pleasure in enclosing.

This is one aspect of the significance of the picture referred to. The other is the changed attitude of the Rockefeller interests in Colorado towards Labor, as represented by the Industrial Representation Plan introduced in the properties of the Colorado Fuel and Iron Company throughout the State. With the features of that Plan you are already familiar, but it may please you to know that the Commission appointed by President Wilson, of which Mr. Seth Low was the Chairman, to investigate conditions in Colorado, and on which Commission there was a representative of Labor as well as of Capital, has in its report to the President, submitted a month or two ago, endorsed the Plan and all that it stands for, in unqualified terms. I attach a cutting from the Halifax "Chronicle" which you may find worth while preserving in case at some future time you may encounter similar comments to the one quoted in your letter and desire to meet them.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

When, in addition to the above, it is known that I have not now and never have had a connection of any kind with the Rockefeller interests, but that my association is wholly with the Rockefeller Foundation, a chartered organization which, according to the terms of its charter, can use its funds only "to promote the well-being of mankind throughout the world", and that such work as was done by me in Colorado was in furtherance of this aim through my connection, not with the Rockefeller interests, but with the Rockefeller Foundation, and that the work in Colorado is only incidental to a very much larger study of industrial problems with a view of assisting in the improvement of the condition of Labor, not in the United States but in any country of the world, the Liberal Party will, I think, have little reason to fear the consequences of a picture that may help to bring these circumstances to light. If, however, this is not sufficient, such prejudice as is liable to affect any votes the Liberal Party is likely to get on other grounds will be perhaps offset by the further knowledge that the Rockefeller Foundation was the first organization on this continent to assist in the relief of the Belgians, and contributed over $1,000,000 in food and clothing towards this end; that it has contributed an equal amount towards combatting disease and relieving suffering in Serbia and in relieving the French sufferers in areas temporarily occupied by the Germans; that it has been paying the salaries of the Louvain professors

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

whose laboratories were destroyed, that they might continue their work of research at Oxford; and that it has co-operated with Lord Kitchener, with Lord Crewe, Mr. Harcourt and other members of the British administration to the extent of other millions of dollars in fighting the hookworm disease throughout parts of the British Empire.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30439

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET

Ottawa, Canada.

April 11th., 1916.

Hon. W. L. M. King,
Roxborough Apartments,
Ottawa, O N T.

Dear Mr. King:- Re' Publicity of Liberal principles

Hon. Sydney Fisher suggests that each Chairman of a Committee send a copy of his report to each and all of the other Chairmen. I herewith enclose to you copy of my report on the above. I am sending it rather in advance of the date of the same as you are at present in this City.

Yours faithfully,
Alex Smith

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30440

To the Right Honourable Sir Wilfrid Laurier,

Chairman of the National Liberal Advisory Committee,

Ottawa, O N T.

Sir:-

PUBLICITY OF LIBERAL PRINCIPLES AND POLICY

Gibbon says that the human character however it may be exalted or depressed by a temporary enthusiasm, will return by degrees to its proper and natural level, and will resume those passions that seem most adapted to its present condition.

In September, 1911 the Nationalist-Conservative party may have been exalted and the Liberal party may have been depressed. The proper and natural level has about resumed and in order to further encourage this desired consummation the National Liberal Advisory Committee on December 20th., 1915 appointed a Sub-Committee.

TO STUDY AND REPORT UPON THE BEST METHODS OF PUBLICITY OF LIBERAL PRINCIPLES AND POLICY AND POLITICAL INFORMATION GENERALLY.

Shortly after this Sub-Committee was appointed a Memorandum of Suggestions was drafted by the Chairman and a copy of the same sent to each member of the Sub-Committee and to a few other Liberals.

To each person receiving a copy of these suggestions was sent a personal letter requesting him to express his views by correspondence in order that a more comprehensive memorandum could be prepared for further discussion and revision.

Letters and other communications have been received from members of the Committee and their views have been to a

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

considerable extent supplemented by communications from other Liberals.

It is not convenient for the Sub-Committee to meet frequently but it is requested that this Sub-Committee meet at 3 P. M. in the office of Mr. Alexander Smith, Room 23, the Trust Building, 48 Sparks Street, Ottawa, the day before the next meeting of the National Liberal Advisory Committee.

The main means to obtain the desired end by way of publicity are the following:-

1. Information Office.
2. Monthly Publication.
3. The Press.
4. Literature.
5. Platform Work.
6. Conferences.
7. Meetings of regular associations.
8. Local public meetings.
9. Meetings that would appeal to a large district to be addressed by members of Parliament and others.
10. Sustain the hands of the Leader upon all occasions and at all times by furnishing him with full information and personal advice and counsel on every matter that arises.

In all these things order and regularity are required. Chaos is great but less great then the ordered and regulated greatness of the world.

Early in 1912 several suggestions were submitted to the Federal Liberal leader with the view to reviving in the Liberal party the modern and progressive spirit so as to enlist

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the support of all Liberal and Radical thinkers throughout the country,as this is the twentieth century and Canada is in the Western hemisphere.

To assist in this desired end it was felt that an Information Office was necessary in order that political information could be freely secured and readily distributed. The main energy seems to have been directed towards this end, and the work of enlisting the services of men from among the classes of persons who sustained the Liberal cause for many years (in the Province of Ontario particularly) not only in Provincial but Federal affairs was neglected. This however can be dealt with later, as at the outset it is advisable to deal with things in their order.

From enquiries it would appear that the Information Office was established more as a mechanical device for collecting volunteer information and distributing the same.

NUMBER 1, INFORMATION OFFICE

Excellent work has been done in the way of gathering compiled political data, and from what has been attempted it is anticipated even better results will accrue, so that in a very short time any Liberal speaker or thinker may be able to secure from the Information Office any political information and data which he may require. The success of a system of this kind largely depends on the enthusiasm, activity, experience and capacity of the persons in charge of the Office, It is a matter of growth and cannot be said to depend very much upon specific instructions.

2 - MONTHLY PUBLICATION

The idea of the Monthly Publication is cordially and

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

firmly approved by everybody who has taken an interest in the suggestion. Those who are most enthusiastic for a Monthly publication say that if it were properly edited and managed it could be made a force for good and would commend a very wide and extensive circulation. Members of the Committee, however, report that there is great room for improvement in the Liberal Monthly.. It is, they assert, so obviously partisan as to defeat its own purposes,and in addition to this it is much of a second hand affair. It is also criticised because it is not a source of information to the persons in the Liberal party who endeavour to form public opinion,and,in this connection,it is suggested that the cartoons be eliminated and superlatives cut out. At present there is no Editor of the Liberal Monthly. The publication is a feature that has grown and has become attached to the Information Office as an extra unforseen responsibility to be attended to by the mechanical staff of the office. The system for obtaining circulation for, and securing distribution of, the monthly appears to be well in hand and grows and improves as time passes. It is however a matter of agreeable surprise that without central responsibility for the editing of the Monthly it has proven useful.

If some one were appointed make-up editor (with salary) in full charge of certain features of the work of the monthly, there are others who would be willing to undertake the work of providing the articles and data for insertion - the make-up editor to be under their direction in research work. In this connection it may be mentioned that Messrs. John Bain and Alexander Smith would be glad to contribute their services as co-editors in conjunction with the make-up editor. As an aid to their work

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

the plan of Messrs. Bain and Smith would be to keep in close touch with all the members of the Press Gallery who are correspondents for Liberal papers. The make-up editor, and Messrs. Bain and Smith, the members of the Publicity Committee and the Liberal members of the Press Gallery would form a consultative body to discuss matters as they arise and keep the leader of the party fully advised of matters that come to their attention. This consultative body could also keep in close touch with the editors of leading newspapers throughout Canada and these editors no doubt would be pleased to occasionally contribute an article for the monthly on the progress of Liberalism in their part of Canada. This consultative body could also have a general direction over the newspaper clipping and blue book branch of the Information Office so that appropriate articles could from time to time be sent out to various sections of the country.

If the foregoing suggestions are entertained and endorsed it will not be necessary to present directions or instructions as to how certain results may be attained in accordance with the excellent and timely recommendations received from members of the Committee and others in response to the memorandum sent out by the Chairman of the Publicity Committee in the month of January. These letters will be useful as a guide and direction to the consultative body and it is not necessary to embody them in this report.

The foregoing is sufficient to open up discussion on the features dealt with and it is to be hoped the offer of services above made will be duly appreciated for the Liberal Press correspondents fully concur in the same.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

3 - THE PRESS

The weekly newspapers could be greatly assisted if the Information Office kept in close contact with the Editors by furnishing special information from time to time, and, besides, establishing in the minds of the Editors generally the fact that "when in doubt as the Information Office." It is not the businessof men in the Press Gallery to dig up hidden material but rather to purvey the daily incidents. As an example of what might be brought to light by the make-up editor of the Monthly it may be stated that he could associate himself with each M.P. who calls for a return. He could assist in the perusal of these returns and the Auditor-Generals reports, and make record of any facts required, always bearing in mind that day and date and apt quotations assist in establishing the facts in the public mind. (This Committee cannot very well deal with the Press except as an existing institution. All speak glowingly of the freedom of the Press, and Liberals do not control or direct any publication (except the Liberal Monthly.) The newspaper situation in Montreal is not very satisfactory, although the printed evidence of the Public Accounts Committee of the House of Commons of some years ago contains much about La Patrie and The Herald that would give the impression that these papers had been built up under the fostering care of the Liberals. The situation is not all summed up in La Patrie and The Herald as for over forty years a great independent element in Ontario read the Montreal Witness, which was always steadfast and ever constant in its splendid testimony to the worth, the integrity and high character of Laurier. The Witness was a tower of strength to Laurier in Ontario but now practically demolished whilst there

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

are reared La Patrie (Tory and Blue) and The Herald - monuments of regret and confusion.

From letters received the following extracts are given:- Editors of weeklies will not set type for political articles and they prefer matter not too partisan. They often use plate matter to fill up. This plate matter is frequently against the Liberals as witness "Made in Canada" campaign and articles from the Financial Post. Plates sent out should be set in eight point or ten point slug which would help make face harmonize with local matter. Weekly letters should not be too discursive but should deal and make clear one single fact. Some scheme of co-operation between Liberal Editors should be devised Meetings of the Editors should take place occasionally especially just before and just after the meeting of Parliament. Items sent to the Press should be as much as possible have local colouring and puffery stuff is non-effective. It is suggested that "Back to Business" would be a good battle cry.

4 - LITERATURE

A carpenter cannot get along at his work without his tools nor can a builder build without material. In the conduct of political discussion the development of political thought and the establishment of political principles literature on subjects to be treated is, therefore required. To this purpose there should be prepared:-

1. A hand book of Political Information compiled to date following the lines of the books for speakers issued in 1896, 1900, 1904, 1908, and 1911. This would embody the matter in the pamphlets issued since the elections of 1911, and any useful

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

material in other pamphlets all the facts to be brought up to date of issue(which should be shortly before the general election contest.) This volume to be historical and moderate in its presentation with extended table of contents and ready reference index. To be a brief for the platform in party controversy; to be a record of both political parties, the taxation and revenues of the country and the financial situation generally.

2. A special pamphlet on the main outline of cleavage between Liberal principles and Conservative assertions with British and Canadian historical references to illustrate as well as the citation of Canadian enactments for the betterment of the condition of the people. This could be embodied in the Hand-Book later on. The western people are very desirious to have a pamphlet on this subject. They insist on it.

3. A special pamphlet on the programme suggested in the resolutions adopted by the Liberal Advisory Committee. To be embodied in the hand-book also.

4. Smaller pamphlets of special separate subjects and leaflets on a particular idea or fact.

5. Cartoons prepared on the eve of the election and selected with great care.

5 - PLATFORM WORK

Without discussion on the platform or stump all the Parliamentary debates, press comments and literature will serve but little to achieve the end desired. It is hard to discern what the people really desire, and, even more difficult, to be able to grasp what lines they wish to proceed upon to obtain their wishes. Frequently it happens that only near the close of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30448

a campaign do the campaigners begin to realize what the people have had in view. The platform gives personality to the campaign. To assist in maintaining the platform it is advisable to consider plans and methods of inducing men to take an interest in the work and developing them for the same. It is personality that counts. It is fortunately not the speech. Platform work involves the best methods of providing that speakers are well advised of the local conditions, and also that the public to be addressed are thoroughly informed of when and where the speaking is to take place. As an illustration of what the platform can do it is well to recall that in 1894 a dangerous organization imported from the United States swept over Ontario. It was a revival of the "Know-nothings" of fifty years before and when transplanted was known as the P. P. A. This organization secretly upset many well regulated municipal bodies at the municipal elections 1894 and gave promise of carrying its peculiar views to a dangerous practical conclusion. It was checked and eventually destroyed by firm and leading Protestants - lay and clerical - at great risk of their livelihood denouncing the aims of the movement. This is an illustration demonstrating that fanatical movements can best be fought at home by the people who understand them best, and when people in Ontario or elsewhere are disturbed by "high emotion" existing in Quebec let them remember that the Liberals or Rouges have had to meet that kind of onslaught all their days and they are not yet relieved. Without regard to race or color the fanatic is always Tory, be he Catholic or P. P. A. Orange or blue.

In 1911, the people of Canada were inflamed to a fury

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

on racial and religious differences, and the adepts in these methods will be succeeded by greater adepts. It behooves the Liberals to present the Liberal programme in such a way that the mists and clouds of passion and prejudice cannot turn the electors from what is in their own best interests.

6 - CONFERENCES

The suggestion that conferences be held has been well received and the precedent set by the meeting of the National Liberal Advisory Committee is commended. These conferences could discuss the condition of country in the districts represented and the best methods to more fully present the issues of the day on the public platform. It would be well to have leaders in platform work in the district present at the conferences and also others about to take up such work. A Province could be divided into districts each district to embody (in Ontario) about 10 Federal electoral ridings and in the same area there would be probably 12 Provincial ridings. The conference should be composed of:-

1. Candidates in the last Federal general election.
2. Candidates in the field for the approaching Federal general election.
3. The presidents of the Federal Riding Associations.
4. The secretaries of the Federal Riding Associations.
5. Candidates in the last Provincial general elections.
6. Candidates nominated for the next Provincial general elections.
7. The presidents of the Provincial Riding Associations.
8. The secretaries of the Provincial Riding Associations.
9. Secretaries and Presidents of Liberal Clubs.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

10. Five to be chosen at large by the above (for each combined Federal and Provincial Riding.)

11. The Chairman of the National Liberal Advisory Committee, the Chairman of the Sub-Committee of the same and members of said Committee resident in the district.

To the area covered by a Federal riding the above would provide an average of 10 delegates or 100 for ten such areas. It will be readily seen that such conferences would prove useful and each conference might be asked to designate a representative to the National Liberal Advisory Committee. In the Province of Ontario about 8 or 10 conferences could be arranged for and in the Western Provinces a conference could be arranged for the area covered by each Federal riding. The Eastern Provinces could arrange conferences according to local conditions.

7 - MEETINGS OF REGULAR ASSOCIATIONS

Too often these meetings are looked upon as a mere formality whereas they should be an excellent means of taking stock of local conditions where local men take chief part. As a rule it is not advisable to have outside campaigners present at such gatherings. It is not fair to the visitor nor valuable to the association which has or should have local business to attend to.

8 - LOCAL PUBLIC MEETINGS

These are not sufficiently encouraged. The local men are the best judges of local conditions, and should themselves deal with the same, but at such gatherings an outside speaker adds interest and induces attendance.

9 - MEETINGS - LARGE GATHERINGS

It is not necessary to go into detail on this phase.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

It is sufficient to refer as a guide for future gatherings to the splendid arrangements for Sir Wilfrid Laurier's opening speeches in Ontario in 1900, 1904, 1908 and 1911. The opening day on each occasion was well staged, and excellently presented through the press. With reference to meetings it would be advisable to have an interchange of speakers not only between districts but between provinces. The correspondence received insists on this latter phase.

10 - SUSTAIN THE LEADER

The best way to sustain the hands of the leader is to keep him thoroughly posted not through one or two but through many persons. This however is but a small part to play. Let the good work through the channels above outlined be ever on the boards for there can be no rest under present conditions. It is presistance that wins.

The record of the present Government for each session since it assumed office should be written large, and clear for it is hard to get the mind to grasp the sordid tale of the story in the mass. The mind should be led on and then the avalanche.

On the other hand we must recruit - fill up our own ranks by means of local meetings, meetings of associations, general meetings, conferences &c. This applies particularly to Ontario which by management and votes made the turn in 1896, and it can do so again when given opportunity.

Vancouver Example for Toronto.

About four years ago the Liberals of Vancouver undertook to get up some system of organization. Previous to that the Liberals there had no cohesion although they had among them

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

many,very many able men. So soon as the organization got started there was trouble here and there because of the new and improved conditions. One result of the new movement was the purging of the lists of thousands of illegal voters. Other useful results followsd. Without the movement started four years ago in Vancouver and to some extent throughout the entire Province of B. C. the recent results in that Province would not have been so specially pleasing. Toronto can also do well if the Liberals there proceed upon a simple plain lines. Let them secure the services of a man who would take the blue book of census of 1911 and tabulate the people in each ward by nationality and church or religious bodies. Let them then proceed to choose a Liberal Committee of 100 for each ward giving each nationality or religious body representation according to the presentage of its population. With this Committee of 100 in each ward further organization would be effected. All these steps would be under the direction of whatever there is of a central Liberal association for the City of Toronto and let the association remember that they might even have a harder time to progress than the Liberals of Vancouver had for those in authority in Liberal Clubs or associations here and there throughout the City will be sure to object. The Liberal Press in Toronto should welcome such a proposal as the above, for through the Committee of 100 in each of the seven wards two or three Liberal public meetings in each ward could be held in each year and the Liberals in that City would not be subject to stampedes. Toronto Liberals have an opportunity to render excellent service to the Liberals throughout Canada. All that is required is to proceed systematically

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

calmly and firmly. It is not for this Advisory Committee to go into details. The silent Toronto Liberal has endured certain conditions too long but if given a chance will welcome the opportunity with gladness and useful active service.

The foregoing is Respectfully Submitted.

Alexander Smith,

Chairman.

Ottawa, April 20th, 1916.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30454

Ottawa, April 12, 1916.

Mr. Alexander Smith,
The Trust Building,
40 Sparks Street,
Ottawa.

re Publicity of Liberal Principles.

Dear Mr. Smith:

I thank you for sending me a copy of your Report as Chairman of the Committee on Publicity of Liberal Principles, which I have just received and which I look forward to reading with the greatest interest.

I notice you mention sending it somewhat in advance as I am at present in the city. As a matter of fact, I have been almost continuously in Ottawa since November of last year, and expect to be here continuously for months to come. The work which I am doing for the Rockefeller Foundation is in the nature of studies which I hope to publish later in book form, and save in so far as I find it desirable to confer with others outside of the city in connection with this work, there is nothing which obliges me to be absent from Canada at any time.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30455

Ottawa, April 12, 1916.

Mr. Alexander Smith,
Chairman, Sub-Committee on Publicity,
National Liberal Advisory Committee,
Ottawa.

Dear Mr. Smith:

I have pleasure in enclosing you a copy of my interim report as Chairman of the Committee on Industrial Training and Technical Education.

Yours sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30456

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston.

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET

Ottawa, Canada.

April 13th., 1916.

Hon. W. L. M. King,
Roxborough Apartments,
Ottawa, O N T.

Dear Mr.King:-

I am very glad indeed to receive your letter in reference to your Rockefeller Foundation. The information you sent me re' your relationship with the Foundation I am sure will be useful and serviceable.

Yours faithfully,

Alex Smith

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30457

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET

Ottawa, Canada.

April 13th., 1916.

Hon. W. L. M. King,
Roxborough Apartments,
Ottawa, O N T.

Dear Mr. King:-

I have to thank you for your copy of the tentative report on Industrial Training.

As I am Chairman of the Publicity Committee, from time to time it will be necessary to furnish information to Members of the Press Gallery. They do not need much information under the present conditions but in the summer months when matters are not so active they frequently drop into my office. From the reports I have receivedfrom the Chairmen of our Sub-Committee I will be able to meet the wishes of the Press correspondents in a substantial manner.

Yours faithfully,

Alex Smith

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30458

Ottawa, April 17, 1916.

Mr. Alexander Smith,
Trust Building,
Ottawa.

Dear Mr. Smith:

Since you have taken such a kindly interest in my relations with the Rockefeller Foundation, it has occurred to me that you might care to have at hand a copy of a statement which was prepared by the Rockefeller Foundation for presentation to the United States Commission on Industrial Relations, and which gives an outline of the exact nature of the work for the Foundation and its purpose. Accordingly, I have pleasure in enclosing a copy of the statement for your information.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30459

Ottawa, April 17, 1916.

Mr. Alexander Smith,
Trust Building,
Ottawa.

Dear Mr. Smith:

The enclosed copy of the Newmarket "Era" - Apr. 14. will help to let you see how my friends in North York are inclined to view my Colorado association. You may find the article worth retaining for purposes of possible future reference. It is, I think, a reproduction of an article you have already seen.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30460

This is a copy of a letter addressed personally as this one is to each of 40 members of the Advisory Committee

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30461

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET
Ottawa, Canada.

May 6th., 1916.

Hon. W. L. M. MacKenzie King,
Roxborough Apartments,
Ottawa, O N T.

Dear Mr. King:- Re' Publicity of Liberal Principles

A short time ago I forwarded to your address a copy of my interim report in the above. I would be pleased to receive additional suggestions from you.

During the early part of the year 1915, Mr. John Bain and I collaborated in preparing documents. A few thousand copies of these pamphlets have been printed and distributed from the Information Office as follows:

1. The Railway Question.
2. A Review of Liberal Administration.
3. Reciprocity (A Retrospect.)
4. Canadian Defence.
5. Debt, Deficits, Taxes (A Record of the Borden Government to 1915.)
6. Qualifications of Voters and Naturalization of Aliens.
7. Committeemen" s and Scrutineers' Book.

In addition to this the I nformation Office in association with members of the press gallery prepared the booklet on the war Contract Scandals, and distributed many thousand copies of the same with marked effect and appreciable results.

The distribution of the copies of the above eight pamphlets and the pamphlets on the Navy Question in 1913 prepared by the Liberal parliamentary committee under the diredtion of Hon. W. L. M. King has done much to establish the Information Office as a useful institution for the distribution of political in-

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

formation. The Information however has to be prepared and compiled by others, and money secured for printing and distributing the same. In accordance with the suggestions in my interim report Mr. Bain and myself are willing to contribute our services, as we have for some time past in the preparation of additional documents as a donation to the good cause, providing that is agreeable to the National Liberal Advisory Committee. This is supplementary to and a part of the offer of service in the interim report.

There is a tendency for more open discussion of various topics by bodies not allied with any political party, and it behooves the Liberals to prepare documents on constitutional and other subjects in a full and ample manner by way of information, copies of which should reach the hands of the active spirits in the bodies above referred to.

Unless the Liberals give a lead the energy of the people will be diverted into uneffective channels.

I might also point out that the associated press which furnishes to the newspapers the greater amount of news and information published by them is almost entirely in Conservative hands, and is therefore inbued with Conservative ideas and information. It is noticeable also that the Liberal members of the House of Commons do not put forward sufficient effort to furnish information to the members of the press gallery. Conservative M.P.'s lose no opportunity to supply what they can to both sides of the press gallery, and thus obtain a wide circulation for their suggestions and assertions.

I would be pleased to hear from you at your earliest convenience, as it may be necessary for the Publicity Committee to meet very shortly.

Yours faithfully,

Alex Leeds

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30463

Ottawa, May 8, 1916.

Mr. Alexander Smith,
Trust Building,
Ottawa.

re Publicity of Liberal Principles.

Dear Mr. Smith:

I have received your letter of the 6th instant.

I duly received your interim report in the above, but at the time of reading it through no additional suggestions occurred to me. In view, however, of your present letter, I shall give the matter further thought, and if any suggestion presents itself which seems at all likely to be of service to the Committee I shall at once communicate with you.

Yours very truly,

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30464

Ottawa, March 11, 1916.

Mr. R. Norman Smith,
Editor, The Ottawa "Free Press",
Ottawa.

My dear Smith

I enclose two copies of a little book containing a reprint of an article in the January "Atlantic Monthly" by Mr. John D. Rockefeller, Jr., on Capital and Labor, and one or two addresses delivered by Mr. Rockefeller in Colorado. I am wondering whether you may not feel that the first article in this book is worth reprinting, either in whole or in part, in The "Citizen". It has been reprinted in many of the American papers, but I do not think any of the Canadian papers have reproduced it, and on reading it over I am sure you will feel that it has a value that is far-reaching.

Do not imagine that because of the reference it contains to my own work I have any desire to see it reprinted, though I should not be sorry to have local friends gain an intelligent idea of what I am trying to do. As a contribution towards better relations between Capital and Labor, I think the views it expresses should gain wide circulation. Perhaps in one of the Saturday issues you would feel it was deserving of notice.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I wish you were here so that I could tell you a whole lot of things, but we are 3000 miles apart, & much must be left unsaid, or we must correspond more frequently. If the bye-election comes out all right (& I think it will) it means our removal to Victoria that is the only fly in the ointment, I love Vancouver, & the people I have gotten to know so well, but if there wasn't that there would be something else I suppose. I notice what you say about an election in the spring, & your running in N. York. I wish you all kinds of luck, & if I were nearer I would turn in & help you gladly. Nothing would give me more pleasure. I was the most disappointed woman when last that I did not see you & your regrets were not any more sincere than mine. There were a hundred & one things I wanted to talk to you about

30465

2456 Pt. Grey Road
Vancouver

✓ Grand Forks - B.C.
✓ Smith Mrs. Mary Ellen B.C.

Dec 17th 1916.

My Dear Friend.

I was delighted to get a letter from you, it seems so long since I had heard of you & certainly not from you. I was sorry to read of your having been in the Hospital. Glad you are all right once more. You will be pleased to have your mother with you, & she will be just as glad to be with you. She will miss your father very much. I was shocked to see the change in your father, but never dreamed of that being the last time I should see him. Fate plays strange tricks

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

with us poor humans, & we have to submit. Your appreciation of all that has happened politically is very pleasing to me. It has not been easy sailing since we came to Vancouver five years ago. Liberalism certainly was taboo, & the parties then at the head of affairs were not held in the highest esteem, & certainly Ralph buckled right in took the presidency of the City Lit. Association & worked like a Trojan, & Yours Truly, Your old Base has gone everywhere almost & talked suffrage, but hammered the govt & the Tories blame me (cheerfully of course) that Mrs Smith had a great deal to do towards helping defeat the government, be that as it may, it gave me a great deal of pleasure to do what I did. We have had a very unpleasant time with the plugging question since the by-election, & even we are free & free now, but it means the Liberals in the field, & to a man, they are after Macdonald like I wish next week was over as it is going to be a dirty event. Before you receive this you will know the results there, the polls. This writing of the Liberal party have been acting under instructions from Ottawa, & have been receiving financial assistance from Brewster, & they have collected all kinds of information, even brought Scott back, & the other acting Post-Master away, & Macdonald was appointed Post-Master by the same Brewster (Brewster) who prompted these Revs I am to investigate this plugging scandal, hence the row. I had Ralph does not know the first thing about it, & no one sees the situation: they claim Macdonald knew all about it (plugging & Brewster how can you know, & it is their affair) & Brewster is right, I don't know when it will be

the Tories, we are growing ~~towards~~ towards a democracy that only the Liberals can handle. We must have men with the broadest viewpoints, a humane & sympathetic understanding of the needs of the people & apply the remedies. Well! here I am rattling along at a terrific rate. I did not intend to be so garrulous, but I will conclude by saying there never was such a golden opportunity for the Liberals as now. or when our men return with their new points entirely changed, with settled ideas, & a firm conviction that the people must rule, if the Liberal party are not equal to these things we are going to have an uprising of these people, & then a destructive policy inaugurated that spells disaster for a few years at least. I am going to stop for this time, I

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

that I did[5] not want to talk over
with anyone else. However, the
time may come again when we
can meet & re-cover past ground.
There is so much corporting us as
a people, so many problems to solve
so much that is new & untried to
do that one feels staggered, & yet they
have to be met, in a sane intelligent
manner, dealt with wisely & without
fear or favor. This war is going to bring
to us as a people a vision such as we
never dreamed of, & will develop a people
with convictions & will give to the
nation a character hitherto unattain-
able because conditions have never
transpired to cultivate these character-
istics, but the men who are to guide
the destinies of this great Country are not

30468

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

dont always get going like this
but I think I know how you feel
about these things, & you will
freely forgive me for all I have
said. I am going to have my
picture taken & will send you
one if I may. Perhaps you dont
want one. Anyway I will send
one after a while. We are all
well, & if you answer in the
next five weeks after receiving
this you will still find me here
I want to see the end of the year of
the various organizations I am head
of such as the Women's Canadian Club
I am still president of that, & the
Daughters of the Empire, I have been their

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30470

Regent ever since I came over. Geo & several other things I could mention. This war has made workers of many of our women, but we still own quite a few languid, polite slackers, that it would be nice to give them a jolt. However, we must stop our chatter for this time, & when I see you make up your mind to a long drawn out tete-a-tete. I shall omit nothing, but we can make up for lost time. Accept kindest regards & best wishes for success happiness & a future I wish heartily for you

Believe me always to be
Your loving & sincere friend
M E Smith.

MRS MARY ELLEN SMITH

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

39471

✓ Smith Ralph

December 4, 1916.

Dear Mr. Smith:

I was more than delighted when I saw your name as Minister of Finance in the new Government of British Columbia. Please accept my heartiest congratulations and my best wishes for a long and very successful tenure of office. It is quite apparent that Premier Brewster was determined to have the finances of the Province administered honestly. His choice of you for the post of Minister of Finance is an assurance to the electorate of that.

As I write I recall some of our talks together in which you told me of early experiences in the mines and thoughts that filled your mind at the time. You have not only succeeded in attaining almost the highest post in the Government of your Province, but, what is better, and what I know will appeal even more to you, have succeeded in giving to the young men of to-day and the generations to come one of those examples of a career founded on integrity and perseverance which illumine the pages of history and stand as a permanent inspiration to unselfish and noble endeavour.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30472

I am not less delighted on Mrs. Smith's account than on your own, and also on account of your family. I am most sincere when I say that ~~this~~ piece of information has brought me truer happiness in recent years than the announcement of the position you have attained.

With the best of wishes and kindest regards to Mrs. Smith and yourself, Believe me, as ever,

Yours very sincerely,

W L. MACKENZIE KING

The Honourable Ralph Smith, M.P.P.,
Minister of Finance,
Victoria, B. C.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

MINISTER OF FINANCE

PROVINCE OF BRITISH COLUMBIA

VICTORIA

12th Dec. 1916.

Dear Mr. King:-

I am always delighted to have a letter from you; I am sorry you are not in British Columbia , there are great openings here for men of your type and ability. With your assistance at the present time we could work wonders together in this Province.

I will never forget the pleasant times we had together and will be delighted to see you out at the Pacific Coast at any time. I know Mrs. Smith will be glad to hear from you also, as we always regard you as amongst our most confidential friends. I will be pleased to hear from you at any time.

Yours sincerely,

Ralph Smith

McKenzie King, Esq.,
Roxborough,
Ottawa, Canada.

30973

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30474

Ottawa, March 11, 1916.

Mr. Wilson M. Southam,
The Ottawa "Citizen",
Ottawa.

My dear Southam:

I enclose two copies of a little book containing a reprint of an article in the January "Atlantic Monthly" by Mr. John D. Rockefeller, Jr. on Capital and Labor, and one or two addresses delivered by Mr. Rockefeller in Colorado. I am wondering whether you may not feel that the first article in this book is worth reprinting, either in whole or in part, in The "Citizen". It has been reprinted in many of the American papers, but I do not think any of the Canadian papers have reproduced it, and on reading it over I am sure you will feel that it has a value that is far-reaching.

Do not imagine that because of the reference it contains to my own work I have any desire to see it reprinted, though I should not be sorry to have local friends gain an intelligent idea of what I am trying to do. As a contribution towards better relations between Capital and Labor, I think the views it expresses should gain wide circulation. Perhaps in one of the Saturday issues you would feel it was deserving of notice.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30475

Feb. 8. 1916

My dear Mackenzie King

I have been meaning to write to you for days but have been kept very busy, & even now this is likely to be but a hurried line. I was delighted to get your letter & to hear such good news of you & yours — alas that your sister is not still with you to share your joys in person though I am one of those who believe that those in the a new life can share

have they the necessary knowledge. But they would follow anyone who said with decision that a certain thing must be done, provided he gave some hint as to his reasons & that those reasons seemed feasible. We are up against a nation not only organized for war but organized in finance, commerce, trade, tariffs, science, & everything that makes a nation strong. The saving in energy, power & in unnecessary waste is wonderful, whereas we, by a hand to mouth & a "wait & see" policy are dissipating our energies. We have none to waste.

As far as Army & Navy can do it we shall win, but for the sake of the future it must be at the least possible cost to ourselves

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the joys of those who are still here.

I am also glad that you like your work & have been able to "make good" at it. My only regret is that it is for a rotten country like U.S.A. You can have no idea how much she is despised over here & how she is laughed at & belittled. War in many many ways is a terrible thing, but it does bring out men & nations & clears away the dross. Those empty phrases, dear to the heart of the politician & the orator, are seen at their true values & men & nations are judged by what they do & not by what they say. I felt impelled to have to say this in the House in June when I happened to be home on leave. It came at a critical moment & did some good though the Govt. at home is not composed of men of action & it does not seem as if they are collectively capable of taking a decision in time.

That to my mind is our weakness & our danger. The people at home & overseas are whole-heartedly for victory, but they look for a lead. They have not the capacity or the desire to think things out for themselves & to look ahead, nor

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

back to the trenches. The worst of it is that a staff officer takes long to train & once they have got you they won't let you go. But the place for a bachelor like myself is the trenches, while the family man or the partially maimed can do staff work.
I have been mentioned in despatches & got the military cross for work here so have been more than lucky as I did n't deserve either.
My Mother I am glad to say is very well though naturally anxious with both sons out here in the Grenadiers. I have been hoping to get home on leave for a week but have 3 times been put off. However I hope to get away this month.
All good wishes to you & yours
yrs. ever Stanhope.

both in men & money, and — victory must be complete & the enemy's defeat crushing.
Yes, there will be industrial strife after this war, but perhaps not in the way that is imagined. When the soldier man comes home — and there are hundreds of thousands of them (not a mere handful) from every part of the Empire — who will they go for? Will it be the upper classes whom they have come to know shoulder to shoulder in the trenches, leading charges amidst hail of screaming shells & zipp of bullets from machine guns or will it be the labour leader who has encouraged

W. L. Mackenzie King Papers
Volume 34
PUBLIC ARCHIVES PUBLIQUES
CANADA

strikes & the limitation of output & caused the deficiency in guns & shells which has led to the enemy's machines not being sufficiently destroyed & to the death & mutilation of many a comrade. Who will the soldier-man vote for — the politician uttering the same vapid nonsense about the brotherhood of nations that he did before the war or the man who has seen & knows, & who preaches adequate preparation, fit organization, the man who won't do things for his country compelled to do them or to go to — the United States or some country which is not a nation & has not the soul of a nation, & the spirit of sacrifice which a nation can require of all her citizens & w[illegible] is not servility but freedom in it's fullest sense — the freedom of the nation to do the nation's will.

However I have lectured too long.

I left the trenches at the end of February after just 100 days on service with my Regt. & was appointed a General Staff Officer to the 5th Corps. It has meant very long hours — mostly office work — & in many ways has been most interesting though much of it is wearisome to a degree. Though far safer & more comfortable than Regimental duty in many ways I should like to get

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30479

Stanley
1916

GOVERNMENT HOUSE,
OTTAWA.

Oct 2nd

My dear Mr Mackenzie King

I thank you so much for your kind letter & congratulations which we all appreciate very much.

I have shown your letter to Their Royal Highnesses who desire me to express to you their grateful thanks for your very kind expressions of regret at their departure

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

GOVERNMENT HOUSE
OTTAWA

They are all sorry to sever their official connection with Canada a connection which will however always continue in the old Country.

I personally am very sorry that this was being on (to which I am most anxious to put an end) prevented my staying on here as the Duke of Devonshire wished. I am very deeply attached to Canada & Canadian life with only one or two exceptions.

Believe me
yours ever
Sir A Stanton

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30481

Ottawa, February 8, 1916.

Messrs. G. Stechert & Company,
151-155 West 25th Street,
New York.

Dear Sirs:

Mr. Mackenzie King wishes me to inquire of your firm whether there is in existence a bust of the French chemist and scientist Louis Pasteur, and if so where and at what cost a reproduction of the same could be obtained.

He would be grateful for any information you might be able to furnish.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

BRANCHES:
LEIPZIG, Hospital Str., 10
LONDON, 2 Star Yard, Carey St. W.C.
PARIS, 16 Rue de Condé

30482
MANAGED
1872-1897 BY G.E.STECHERT
1897-1899 BY G.E.STECHERT
ALFRED HAFNER
SINCE 1899 BY ALFRED HAFNER

G.E. Stechert & Co.
ALFRED HAFNER

IMPORTERS AND
DEALERS IN
BOOKS AND PERIODICALS
NEW AND SECOND-HAND
151-155 WEST 25TH. STREET
NEW YORK

February 10, 1916.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Sir:-

We have received your favor of the 8th inst., and beg to say that we have no doubt that a bust of the scientist Louis Pasteur has been made but whether reproductions can be obtained we do not know.

Please let us know whether you would want a reproduction in bronze or in plaster of paris and we shall inquire for the price at our Paris office.

Very truly yours,

G.E. Stechert & Co.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30483

Ottawa, February 22, 1916.

Messrs. G.E.Stechert & Company,
151-155 West 25th Street,
New York.

Dear Sirs:

In reply to your letter to Mr. W. L. Mackenzie King written under date of the 10th instant, Mr. King wishes me to say that he would be obliged if your firm would make inquiries and have prices quoted for both the bronze and plaster of paris reproductions of a bust of the French scientist Louis Pasteur.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

G. E. Stechert & Co., (Alfred Hafner,) Booksellers & Importers,

BRANCHES:
LONDON: 2 Star Yard, Carey St., W. C.
LEIPZIG: Koenigstrasse, No. 37
PARIS: 16 Rue de Condé

151-155 West 25th Street

New York, Sept. 14, 1916

Dear Sir:-

Referring to your inquiry for price of a reproduction of a bust of Louis Pasteur, we beg to report that our Paris office has written to Mr. Pasteur's son-in-law but have not received any reply, and such a reproduction cannot be made without his permission.

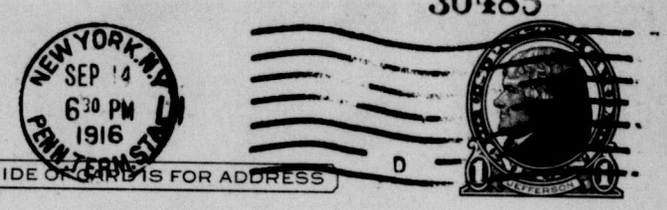
Please refer to our #2450

Very truly yours,
G. E. STECHERT & CO.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30485



THIS SIDE OF CARD IS FOR ADDRESS

76

Mr. W. L. Mackenzie,

The Roxborough,

Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30486

Ottawa, October 14, 1916.

Messrs. G. E. Stechert & Company,
151-155 West 25th Street,
New York.

Reference No. 2450

Dear Sirs:

Mr. W. L. Mackenzie King has received your card of the 14th ultimo, and wishes me to thank you for your kindness in making inquiry concerning the possibility of getting a reproduction of a bust of Louis Pasteur. Should further information be received later on, Mr. King would be obliged if you would let him know the cost of such a reproduction.

Yours very truly,

F. A. McGREGOR
Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30487

CYRUS H. McCORMICK
606 SOUTH MICHIGAN AVENUE
CHICAGO

4 February, 1916.

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dear Sir:-

At the request of Mr. John D. Rockefeller, Jr., I am enclosing a copy of the new International Harvester Company's profit-sharing plan for its employes.

I am

Very truly yours,

J. A. Stewart

Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30488

International Harvester Corporation

CHICAGO, ILLINOIS, December 23, 1915.

To the Employes in the United States and Canada
of International Harvester Corporation
and Its Subsidiary Companies:

In order to reward continuous service and assist employes to become stockholders in this Corporation and share in its profits, the Directors announce the following

PROFIT SHARING PLAN:

1. **Any Employe May Subscribe** for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for the Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient, with the other credits hereinafter provided, to pay such Certificate in full on or before January 2, 1921.

Whenever the employe is unable to work for the Corporation because of shut-down or of his sickness or accident disability, his payments may be temporarily reduced or suspended.

Each employe who subscribes for a Profit Sharing Certificate before March 1, 1916, and has earned $100 or more during the year 1915, will also be credited on such Certificate at the date of his subscription with a sum equal to 1 per cent of his wages during 1915. If he has been in the Corporation's employment throughout that year, this credit will be not less than $10.

2. **The Corporation Agrees To Credit** annually on January 2 of each year, from 1917 to 1921, inclusive, on the Profit Sharing Certificate, in addition to the employe's payments thereon, the following:

(a) An amount equal to 1 per cent of the employe's wages earned during the preceding calendar year, if such wages amount to not less than $100 and the employe is still working for the Corporation. If he has been in the Corporation's employment throughout the preceding year, this credit will be not less than $10.

If any holder of a Profit Sharing Certificate, because of a shut-down in his department or his sickness or injury disability, is absent from work on January 2 of any year prior to and including 1921, the Corporation will make the above credit if he resumes work not later than April 1 of the same year either when the work in his department is resumed or upon his recovery from such disability.

(b) Interest at the rate of 5 per cent per annum on all his payments and credits on his Profit Sharing Certificate.

In case the holder of a Profit Sharing Certificate ceases to be an employe of the Corporation, the amount to the credit of his Certificate shall be payable to him in cash within thirty days thereafter, after which date it will not bear interest.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

3. **Employe's Options.** Every employe holding a Profit Sharing Certificate shall have the right:

(a) To apply the amount credited upon his Profit Sharing Certificate to the purchase, from the Corporation, of its common stock at $3 per share below its then market price at any time when such amount is sufficient to pay for one or more such shares; or

(b) To receive in cash the full amount of his Certificate, with accrued interest, any time after such Certificate is fully paid; or

(c) To leave with the Corporation until January 2, 1921, the amount of his paid-up Profit Sharing Certificate, and (if he continues in the employ of the Corporation) to receive in cash on every January 2, to and including the year 1921, interest thereon at 5 per cent per annum and also an amount equal to 1 per cent of his wages for the preceding year but not less than $10; and

(d) To subscribe from time to time for additional Profit Sharing Certificates upon the terms and conditions above set forth, provided the total amount of certificates subscribed for by any employe shall not exceed $1,000 and his payments thereon shall not exceed $25 per month.

4. **Special Profit Sharing to Employe Stockholders.** The Corporation agrees to pay to each employe, while he shall continue to be an employe and to own stock under this Plan, in addition to the dividends on his stock, an amount equal to the extra dividend which he would receive upon his said stock if the entire excess of the net profits of the Corporation for each calendar year prior to January 1921, over and above an amount equal to 6 per cent on the moneys invested in the Corporation's business during such year, were distributed *pro rata* to all the holders of its common stock. The Corporation guarantees that this amount shall not be less than $2 a year for each share of stock so held by the employe. The guaranteed $2 per share will be paid by January 10 and the remainder as soon thereafter as the balance sheet has been approved by the Board of Directors.

The "moneys invested in the Corporation's business" for each year shall be the capital stock and surplus as shown by its annual balance sheet as of December 31st of the preceding year approved by its Board of Directors. The "net profits" for each year shall be the amount shown as net profits upon the Corporation's balance sheet as of December 31st for that year approved by its Directors. (See next page.)

Such additional annual payments to employe stockholders, for any year, shall be paid upon only such shares of stock as are acquired hereunder prior to February 1 and held until the end of that year.

5. This Profit Sharing Plan ends January 2, 1921. The Corporation does not agree to continue any of the rights, interest or profit sharing above outlined beyond January 2, 1921. It hopes, however, to be able to announce an extension of the Plan beyond that date.

6. Participation in this Profit Sharing Plan is not compulsory upon any employe. Failure to accept any of the offers made by the Corporation under this Plan will not in any way affect the employment or standing of any one who is now or may hereafter be in the service of the Corporation.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
1917																		
Jan. 2	Balance	$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
		$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
1918																		
Jan. 2	Balance	$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[8] Mos. 200 00
" 31	Interest at 5%	3 11	4 65	6 17	7 71	9 24	10 78	12 31	13 84	15 38	16 91	18 44	19 97	21 51	23 04	24 57	32 24	39 28
		$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
1919																		
Jan. 2	Balance	$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	[4] Mos. 80 00	-----
" 31	Interest at 5%	4 36	6 57	8 78	10 99	13 20	15 41	17 62	19 83	22 04	24 25	26 46	28 67	30 88	33 09	35 30	44 02	45 50
		$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
1920																		
Jan. 2	Balance	$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	[7] Mos. 105 00	-----	-----
" 31	Interest at 5%	5 68	8 60	11 53	14 45	17 36	20 28	23 21	26 13	29 05	31 97	34 89	37 81	40 73	43 65	45 94	47 55	48 27
		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
1921																		
Jan. 2	Balance	$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
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" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
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" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[8 Mos.] 200 00
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		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
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	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

It is hoped that this Profit Sharing Plan will commend itself to our employes and that it may help to emphasize in their minds the fact that the International Harvester Corporation is their Company, and that its interests and their interests are closely linked together.

By Order of the Board of Directors,
INTERNATIONAL HARVESTER CORPORATION,
By CYRUS H. MCCORMICK, *President.*

EXAMPLE 1—$50 CERTIFICATE.

A $50 certificate subscribed for during January 1916 by an employe who has worked for the Corporation one year or more and who pays thereon $1 each month, will be fully paid by January 2, 1918, as follows:

1% of wages for 1915, 1916 and 1917 (minimum)	$30.00
24 monthly payments of $1 each	24.00
5% interest to January 2, 1918	2.70
Total	$56.70

He may draw in cash the full amount on January 2, 1918, or he may leave this amount with the Corporation until January 2, 1921, and if he continues in the employ of the Corporation he will receive in cash on January 2, 1919, $12.84, on January 2, 1920, $12.84, and on January 2, 1921, $12.84. The principal sum, $56.70, will also be paid on January 2, 1921.

EXAMPLE 2—$200 CERTIFICATE.

An employe, who has worked for the Corporation one year or more, subscribing during January 1916, for a $200 certificate with a monthly payment of $2, will have to his credit on January 2, 1919, $120.50, of which he will have paid in $72. If he then withdraws a sufficient amount to purchase one share of stock at $3 below the then market price, he will continue to receive, as credits on the balance of his account, interest at 5% and the percentage of his wages as set forth in this plan. He will also receive dividends upon his share of stock in common with all other stockholders and an additional annual payment on account of his share of stock guaranteed to be not less than $2.

ADDITIONAL PAYMENTS TO EMPLOYE STOCKHOLDERS.

The following statement shows how the rate of additional payments to employe stockholders, described in Section 4, will be figured:

Capital Stock and Surplus at December 31, 1912:		
Preferred Stock	$30,000,000	
Common Stock	40,000,000	
Surplus	15,793,272	$85,793,272
Net Profit for Year 1913		$ 7,155,252
Deduct 6% on above Capital Stock and Surplus		5,147,596
"Excess net profits" on which rate of additional payment is figured		$ 2,007,656

This balance, $2,007,656, is equal to 5% on the $40,000,000 Common Stock, and represents an additional payment of $5 per share. This statement is figured on 1913 business merely for illustration, and does not fix the rate of additional payment for any year. The Corporation guarantees, however, that this additional payment shall amount to at least $2 per share each year.

Owing to the European war, the present earnings of the Corporation are not sufficient to provide for an additional payment in excess of the $2 per share guaranteed by the Corporation. Dividends on the common stock, when resumed, will be shared in by the employe stockholder without any reduction being made in the additional payments to which he may be entitled under this plan.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30493

International Harvester Company of New Jersey

CHICAGO, ILLINOIS, December 23, 1915.

To the Employes of
International Harvester Company of New Jersey
and Its Subsidiary Companies:

In order to reward continuous service and assist employes to become stockholders in this Company and share in its profits, the Directors announce the following

PROFIT SHARING PLAN:

1. **Any Employe May Subscribe** for a Profit Sharing Certificate for $50 or any multiple thereof up to the sum of $1,000. The payments for the Certificate shall be made in specified sums of not less than $1 nor more than $25 per month, which may be regularly deducted from the employe's wages. The amount thus agreed to be paid must be sufficient with the other credits hereinafter provided, to pay such Certificate in full on or before January 2, 1921.

Whenever the employe is unable to work for the Company because of shut-down or of his sickness or accident disability, his payments may be temporarily reduced or suspended.

Each employe who subscribes for a Profit Sharing Certificate before March 1, 1916, and has earned $100 or more during the year 1915, will also be credited on such Certificate at the date of his subscription with a sum equal to 1 per cent of his wages during 1915. If he has been in the Company's employment throughout that year, this credit will be not less than $10.

2. **The Company Agrees To Credit** annually on January 2 of each year, from 1917 to 1921, inclusive, on the Profit Sharing Certificate, in addition to the employe's payments thereon, the following:

(a) An amount equal to 1 per cent of the employe's wages earned during the preceding calendar year, if such wages amount to not less than $100 and the employe is still working for the Company. If he has been in the Company's employment throughout the preceding year, this credit will be not less than $10.

If any holder of a Profit Sharing Certificate, because of a shut-down in his department or his sickness or injury disability, is absent from work on January 2 of any year prior to and including 1921, the Company will make the above credit if he resumes work not later than April 1 of the same year either when the work in his department is resumed or upon his recovery from such disability.

(b) Interest at the rate of 5 per cent per annum on all his payments and credits on his Profit Sharing Certificate.

In case the holder of a Profit Sharing Certificate ceases to be an employe of the Company, the amount to the credit of his Certificate shall be payable to him in cash within thirty days thereafter, after which date it will not bear interest.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

3. **Employe's Options.** Every employe holding a Profit Sharing Certificate shall have the right:

(a) To apply the amount credited upon his Profit Sharing Certificate to the purchase, from the Company, of its common stock at $3 per share below its then market price at any time when such amount is sufficient to pay for one or more such shares; or

(b) To receive in cash the full amount of his Certificate, with accrued interest, any time after such Certificate is fully paid; or

(c) To leave with the Company until January 2, 1921, the amount of his paid-up Profit Sharing Certificate, and (if he continues in the employ of the Company) to receive in cash on every January 2, to and including the year 1921, interest thereon at 5 per cent per annum and also an amount equal to 1 per cent of his wages for the preceding year but not less than $10; and

(d) To subscribe from time to time for additional Profit Sharing Certificates upon the terms and conditions above set forth, provided the total amount of certificates subscribed for by any employe shall not exceed $1,000 and his payments thereon shall not exceed $25 per month.

4. **Special Profit Sharing to Employe Stockholders.** The Company agrees to pay to each employe, while he shall continue to be an employe and to own stock under this Plan, in addition to the dividends on his stock, an amount equal to the extra dividend which he would receive upon his said stock if the entire excess of the net profits of the Company for each calendar year prior to January 1921, over and above an amount equal to 6 per cent on the moneys invested in the Company's business during such year, were distributed *pro rata* to all the holders of its common stock. The Company guarantees that this amount shall not be less than $2 a year for each share of stock so held by the employe. The guaranteed $2 per share will be paid by January 10 and the remainder as soon thereafter as the balance sheet has been approved by the Board of Directors.

The "moneys invested in the Company's business" for each year shall be the capital stock and surplus as shown by its annual balance sheet as of December 31st of the preceding year approved by its Board of Directors. The "net profits" for each year shall be the amount shown as net profits upon the Company's balance sheet as of December 31st for that year approved by its Directors. (See next page.)

Such additional annual payments to employe stockholders, for any year, shall be paid upon only such shares of stock as are acquired hereunder prior to February 1 and held until the end of that year.

5. This Profit Sharing Plan ends January 2, 1921. The Company does not agree to continue any of the rights, interest or profit sharing above outlined beyond January 2, 1921. It hopes, however, to be able to announce an extension of the Plan beyond that date.

6. Participation in this Profit Sharing Plan is not compulsory upon any employe. Failure to accept any of the offers made by the Company under this Plan will not in any way affect the employment or standing of any one who is now or may hereafter be in the service of the Company.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30495

The following tables have been prepared to show how monthly payments of $1 and upwards will pay for Profit Sharing Certificates in amounts ranging from $50 to $1,000.

While the Profit Sharing Plan provides that the yearly credit shall be 1% of the employe's wages, these tables show in each case a credit of $10, this being the minimum amount which will be credited to each subscriber who has been in the Company's employment throughout the preceding year.

		$1.00 Per Mo.	$2.00 Per Mo.	$3.00 Per Mo.	$4.00 Per Mo.	$5.00 Per Mo.	$6.00 Per Mo.	$7.00 Per Mo.	$8.00 Per Mo.	$9.00 Per Mo.	$10.00 Per Mo.	$11.00 Per Mo.	$12.00 Per Mo.	$13.00 Per Mo.	$14.00 Per Mo.	$15.00 Per Mo.	$20.00 Per Mo.	$25.00 Per Mo.
1916																		
Jan. 2	1% of Wages (Minimum)	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00	$ 10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	78	1 05	1 33	1 60	1 88	2 15	2 43	2 70	2 98	3 25	3 53	3 80	4 08	4 35	4 63	6 00	7 38
		$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
1917																		
Jan. 2	Balance	$ 22 78	$ 35 05	$ 47 33	$ 59 60	$ 71 88	$ 84 15	$ 96 43	$ 108 70	$ 120 98	$ 133 25	$ 145 53	$ 157 80	$ 170 08	$ 182 35	$ 194 63	$ 256 00	$ 317 38
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	300 00
" 31	Interest at 5%	1 92	2 80	3 69	4 58	5 47	6 36	7 25	8 14	9 02	9 91	10 80	11 69	12 58	13 47	14 36	18 80	23 24
		$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
1918																		
Jan. 2	Balance	$ 46 70	$ 71 85	$ 97 02	$ 122 18	$ 147 35	$ 172 51	$ 197 68	$ 222 84	$ 248 00	$ 273 16	$ 298 33	$ 323 49	$ 348 66	$ 373 82	$ 398 99	$ 524 80	$ 650 62
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	240 00	[8] Mos. 200 00
" 31	Interest at 5%	3 11	4 65	6 17	7 71	9 24	10 78	12 31	13 84	15 38	16 91	18 44	19 97	21 51	23 04	24 57	32 24	39 28
		$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
1919																		
Jan. 2	Balance	$ 71 81	$ 110 50	$ 149 19	$ 187 89	$ 226 59	$ 265 29	$ 303 99	$ 342 68	$ 381 38	$ 420 07	$ 458 77	$ 497 46	$ 536 17	$ 574 86	$ 613 56	$ 807 04	$ 899 90
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	180 00	[4] Mos. 80 00	-----
" 31	Interest at 5%	4 36	6 57	8 78	10 99	13 20	15 41	17 62	19 83	22 04	24 25	26 46	28 67	30 88	33 09	35 30	44 02	45 50
		$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
1920																		
Jan. 2	Balance	$ 98 17	$ 151 07	$ 203 97	$ 256 88	$ 309 79	$ 362 70	$ 415 61	$ 468 51	$ 521 42	$ 574 32	$ 627 23	$ 680 13	$ 733 05	$ 785 95	$ 838 86	$ 941 06	$ 955 40
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
Dec. 31	12 Monthly Payments	12 00	24 00	36 00	48 00	60 00	72 00	84 00	96 00	108 00	120 00	132 00	144 00	156 00	168 00	[7] Mos. 105 00	-----	-----
" 31	Interest at 5%	5 68	8 60	11 53	14 45	17 36	20 28	23 21	26 13	29 05	31 97	34 89	37 81	40 73	43 65	45 94	47 55	48 27
		$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
1921																		
Jan. 2	Balance	$ 125 85	$ 193 67	$ 261 50	$ 329 33	$ 397 15	$ 464 98	$ 532 82	$ 600 64	$ 668 47	$ 736 29	$ 804 12	$ 871 94	$ 939 78	$1007 60	$ 999 80	$ 998 61	$1013 67
" 2	1% of Wages (Minimum)	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00	10 00
	Total Credit— Jan. 2, 1921	$ 135 85	$ 203 67	$ 271 50	$ 339 33	$ 407 15	$ 474 98	$ 542 82	$ 610 64	$ 678 47	$ 746 29	$ 814 12	$ 881 94	$ 949 78	$1017 60	$1009 80	$1008 61	$1023 67

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

It is hoped that this Profit Sharing Plan will commend itself to our employes and that it may help to emphasize in their minds the fact that the International Harvester Company of New Jersey is their Company, and that its interests and their interests are closely linked together.

By Order of the Board of Directors,

INTERNATIONAL HARVESTER COMPANY OF NEW JERSEY,

By CYRUS H. MCCORMICK, *President.*

EXAMPLE 1—$50 CERTIFICATE.

A $50 certificate subscribed for during January 1916 by an employe who has worked for the Company one year or more and who pays thereon $1 each month, will be fully paid by January 2, 1918, as follows:

1% of wages for 1915, 1916 and 1917 (minimum)	$30.00
24 monthly payments of $1 each	24.00
5% interest to January 2, 1918	2.70
Total	$56.70

He may draw in cash the full amount on January 2, 1918, or he may leave this amount with the Company until January 2, 1921, and if he continues in the employ of the Company he will receive in cash on January 2, 1919, $12.84, on January 2, 1920, $12.84, and on January 2, 1921, $12.84. The principal sum, $56.70, will also be paid on January 2, 1921.

EXAMPLE 2—$200 CERTIFICATE.

An employe, who has worked for the Company one year or more, subscribing during January 1916, for a $200 certificate with a monthly payment of $2, will have to his credit on January 2, 1919, $120.50, of which he will have paid in $72. If he then withdraws a sufficient amount to purchase one share of stock at $3 below the then market price, he will continue to receive, as credits on the balance of his account, interest at 5% and the percentage of his wages as set forth in this plan. He will also receive dividends upon his share of stock in common with all other stockholders and an additional annual payment on account of his share of stock guaranteed to be not less than $2, and which, on the basis of the earnings of the Company for the year 1914, would amount to $5.20 each year.

ADDITIONAL PAYMENTS TO EMPLOYE STOCKHOLDERS.

The following statement shows how the rate of additional payments to employe stockholders, described in Section 4, will be figured:

Capital Stock and Surplus December 31, 1913:		
Preferred Stock	$30,000,000	
Common Stock	40,000,000	
Surplus	19,608,797	$89,608,797
Net Profit for Year 1914		$ 7,463,231
Deduct 6% on above Capital Stock and Surplus		5,376,527
"Excess net profits" on which rate of additional payment is figured		$ 2,086,704

This balance, $2,086,704, is equal to 5.2% on the $40,000,000 Common Stock, and represents an additional payment of $5.20 per share. This statement is figured on 1914 business merely for illustration, and does not fix the rate of additional payment for any year. The Company guarantees, however, that this additional payment shall amount to at least $2 per share each year. Any increase in the dividends on the common stock will be shared in by the employe stockholder without any reduction being made in the additional payments to which he may be entitled under this plan.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30497

Ottawa, February 8, 1916.

Mr. F. A. Stewart,
606 South Michigan Avenue,
Chicago, Illinois.

Dear Sir:

Mr. Mackenzie King wishes me to acknowledge with thanks the receipt of a copy of the new International Harvester Company's profit sharing plan for its employees, enclosed with your communication of the 4th instant.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

TELEPHONE FRANKLIN 2040

ADDRESS ALL COMMUNICATIONS TO THE FIRM

30498

CABLE ADDRESS
"HOUGHT, CHICAGO"
A.B.C. (5TH ED.) AND LIEBER CODES

Peabody, Houghteling & Co.

ESTABLISHED 1865

FRANCIS B. PEABODY, 1865-1908
JAMES L. HOUGHTELING, 1865-1910
WILLIAM R. STIRLING
AUGUSTUS S. PEABODY
ALEXANDER SMITH
JAMES L. HOUGHTELING, JR.
BURTON THOMS
EDWARD M. MILLS

10 SOUTH LA SALLE STREET

INVESTMENTS
BOND ISSUES
MORTGAGE LOANS
ESTATES MANAGED

Chicago, January 4, 1916.

Hon. W. L. Mackenzie King, C.M.G.,
The Rexborough,
Ottawa, Ontario.

Dear Mr. King:-

Very many thanks to you for your kind letter of the 31st December, with enclosures. I have not read every word of the law, but I have read every word of the Cincinnati pamphlet and will give further consideration to both. I am writing to Cincinnati to get information from them regarding their Industrial peace Association.

I am really greatly indebted to you for putting me in the way of getting information just along the helpful lines that I am looking for.

Nine years experience in Canada ought to be instructive to the United States, if our people do not think they "know it all" and are unwilling to learn from their neighbors.

If at any time in the course of your travels you come across items relating to the successful operation of this law, or something similar to it, or industrial peace plans such as I presume are in operation in Cincinnati or Ohio, I would be more than glad to have you bear me in mind and mail me data of that kind.

I feel that in Chicago we are away behind the times, and that this ought to be a strategic point for a forward movement.

Yours sincerely,

W. R. Stirling

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓

Industrial Disputes Investigation Act 1907
Industrial Relations ✓ 30499 ✓
Mr. King's Family ✓

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ADDRESS ALL COMMUNICATIONS TO THE FIRM

CABLE ADDRESS
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BURTON THOMS
EDWARD M. MILLS

10 SOUTH LA SALLE STREET

INVESTMENTS
BOND ISSUES
MORTGAGE LOANS
ESTATES MANAGED

Chicago, November 16, 1916.

Hon. W. L. Mackenzie King, C.M.G.,
The Roxborough,
Ottawa, Ontario,
Canada.

Dear Mr. King:

I have just come into possession of the enclosed pamphlet regarding the labor agreement of the Hart Schaffner & Marx Company. It is a very interesting document and tells the tale of their successful methods. If you have not received a copy, I thought you would be interested in seeing it.

I have been hoping for a long time that conciliation methods preceding and, better, made to preclude strikes might be endorsed and adopted by the Association of Commerce or some leading body of that character in this city but, so far, I regret to say I have made no progress. Does the experience of Canada along that line still continue to be satisfactory?

I hope if you are ever in Chicago that I may have the pleasure of meeting you again, and that you will let me know when you are within reach.

Dr. Grenfell and his wife are now in Boston; I expect to see them both in New York the end of this month. The Internation Board meets on the 25th and 26th, and we are going to New York for that purpose.

Yours sincerely,

W. R. Stirling

WRS:ADH

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30500

Ottawa, November 28, 1916.

Mr. W. R. Stirling,
C/o Peabody, Houghteling & Company,
10 South La Salle Street,
Chicago, Illinois.

Dear Mr. Stirling:

I thank you for your kind remembrance of my interest in documents of the kind, as evidenced by the copy of the pamphlet regarding the Labor Agreement of the Hart, Schaffner Marx Company which you so kindly sent me under cover of your letter of November 16th. In passing through Chicago some little time ago I spent a part of a morning in the factory of this Company and met some of those who have had to do with matters pertaining to its industrial relations. I know very well personally Mr. Williams, who has acted as mediator in the Company's affairs, and not very long ago he kindly sent me a copy of the agreement which you have forwarded, and which at the time I perused with great interest. The Company has certainly exhibited a true spirit in its dealings with its employees and the fruits thereof have been gratifyingly satisfactory.

I enclose a copy of a brief official statement made by the Department of Labour showing the proceedings under the Canadian Industrial Disputes Investigation Act from the time

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of its enactment in 1907 up to the present time. I should say that, human nature being what it is, it would be difficult to imagine a much larger measure of success than that which has attended the workings of the Act during recent years. Since the war commenced its provisions have been applied to the munition factories of the country, and I believe not a single strike has taken place in any of them, whilst I know that in connection with these businesses some important adjustments of wages and profits have been made under its provisions.

It will be a great pleasure to let you know when I am again in Chicago, and I hope the occasion may afford me the great pleasure of again meeting your daughters as well as yourself.

You will be sorry to know that since my last communication with you I have lost my father. You may be interested in seeing the little sketch of his life which I venture to enclose with this communication. His was the sort of life that I know you yourself greatly admire.

With kind remembrances and regards Believe me,

Yours very sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

v

30502

Dec 4th

1616 Prairie Avenue
Chicago

1916

Industrial Disputes Investigation Act 1907 ✓
Industrial Relations ✓
Mr. King's family ✓

Dear Mr. King

Your letter arrived while I was out of town - thank you very much for writing me so fully & also for sending the interesting record of the workings of the Industrial dispute act. That seems to me to be very encouraging I wish our Govt would

a beautiful life of helpful usefulness he had lead - what happy memories you have and how proud you can justly be of such a Father.

I think Mr. Lakin's words were unusually fine and well portrayed a superb Gentleman & Christian.

With warm regards

Yr. sincerely

W. R. Stirling

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

follow your lead - I have not yet had the pleasure of meeting W. Williams but from all I hear he must be an unusually fine & able man.

May I quote from your letter & use your name in correspondence or even in possible newspaper publicity that I might attempt in connection with the subject? I want very much to interest the Chicago Ass'n of Commerce if possible in such legislation or in some local adaptation of the principle.

Thank you for sending me the notices about your Father - my daughters join me in expressing our sympathy for you loss. What

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30504

December 7, 1916.

Dear Mr. Stirling:

Let me first of all thank you for the more than kind references to my father which your letter just received contains, and will you please accept yourself and also convey to your daughters my very sincere thanks for the generous expression of sympathy which you all so kindly send. I am glad you liked Dr. Eakin's words. He is one of the best men we have in the church in Canada.

Because of my association with the Rockefeller Foundation, I think it might be as well not to make public use of my name in connection with the subject of legislation respecting strikes and lockouts on railways and public utilities. As you know, the subject has become one of political discussion in your country, and there seems to be a possibility of Congress following up the President's suggestion, which in reality is a recommendation of an enactment similar to the Canadian Act. I have been asked to deliver a number of addresses in the United States, and to write a number of articles for different magazines and papers; but I have

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

refrained from doing so, believing that an adverse element in the country might in this connection seek to misconstrue my motives and to misinterpret my relationship with the Rockefeller Foundation. I have no objection, of course, to your quoting from my letter in any personal correspondence you may have.

With kindest regards to your daughters and yourself, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. W. R. Stirling,
1616 Prairie Avenue,
Chicago, Illinois.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

TELEPHONE FRANKLIN 2040

ADDRESS ALL COMMUNICATIONS TO THE FIRM

30506

CABLE ADDRESS
"HOUGHT, CHICAGO"
A.B.C. (5TH ED.) AND LIEBER CODES

Peabody, Houghteling & Co.

ESTABLISHED 1865

10 SOUTH LA SALLE STREET

Chicago, December 11, 1916.

FRANCIS B. PEABODY, 1865-1908
JAMES L. HOUGHTELING, 1868-1910
WILLIAM R. STIRLING
AUGUSTUS S. PEABODY
ALEXANDER SMITH
JAMES L. HOUGHTELING, Jr.
BURTON THOMS
EDWARD M. MILLS

INVESTMENTS
BOND ISSUES
MORTGAGE LOANS
ESTATES MANAGED

Hon. W. L. Mackenzie King,
The Rockcrough,
Ottawa,
Canada.

My dear Mr. King:

Thank you for your letter of the 7th.

I think your point of view regarding the use of your name is quite correct and I will govern myself accordingly.

Yours sincerely,

WRS:ADH

W. R. Stirling

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30507 T. W. No. 1

Great North Western Telegraph Company of Canada.

CABLE SERVICE TO ALL THE WORLD.

TERMS AND CONDITIONS.

All messages are received by this Company for transmission, subject to the terms and conditions printed on their Blank Form No. 2, which terms and conditions have been agreed to by the sender of the following message. This is an unrepeated message, and is delivered by request of the sender under these conditions.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

42 MO GR . 170 N L

Q New York N Y Nov 2o

Hon W L McKenzie King

Roxborough Ottawa

Mr Haeydt has given me your address as I had a letter of introduction from my father Mr Oscar S Straus to you the national safety council which is the largest organization dedicated to accident prevention in the country is holding in conjunction with the peoples institute a mass meeting on the eve of Dec first eight oclock at cooper union on the subject why accidents .The hon John Mitchell has promised to talk on accident prevention from the employees viewpoint and the hon Arthur Woods from The viewpoint of the public and we are anxious to have you speak from the viewpoint of the employer Mr Henry De Forest Baldwin is to preside at this meeting we hope to have you at this meeting to present to the people of newyork the view of one of this countrys largest employers of labor on the subject of accident prevention please wire me your answer collect in care of the American Smelting and Refining Co 120 Broadway Newyork City

Roger W Straus .

708 A

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30508

Form 2.

The Great North Western Telegraph Co.

OF CANADA

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.

Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.

This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.

No employee of the Company shall vary the foregoing.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER BLANK.

Sent No.	Sent By.	Rec'd By.	Time Sent.	Time Filed.	Check.

Send the following message, subject to the above terms, which are hereby agreed to.

Day letter

Ottawa, November 21, 1916.

Mr. Roger W. Straus,
C/o American Smelting and Refining Company,
120 Broadway,
New York.

Exceedingly regret, owing to other engagements, ~~it is~~ quite impossible for me to accept invitation to speak on evening December first on accident prevention. Deeply appreciate your kind wire.

W. L. Mackenzie King.

Chg. W.L.Mackenzie King.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, November 21, 1916.

Mr. Roger W. Straus,
C/ The American Smelting and Refining Company,
120 Broadway,
New York.

Dear Mr. Straus:

I should like to supplement the wire I have just sent in reply to your night lettergram of yesterday, by a word of personal regret at my inability to accept the invitation you have so kindly extended to me to be one of the speakers at the mass meeting at Cooper Union on the evening of December the first. I should like to have had the privilege of being associated with the other speakers at this important meeting, and I should very much like to have had the pleasure of making your acquaintance; but it is quite impossible, with the engagements I am obliged to meet, for me to be present.

Please accept my thanks for your wire and convey, if you will be so kind, my remembrances to your father, Mr. Oscar Straus.

Hoping that I may have the pleasure of meeting you at some subsequent occasion, I am,

Yours very truly,

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30510

AMERICAN SMELTING & REFINING CO.

120 BROADWAY

ROGER W. STRAUS
ASSISTANT TO CHAIRMAN BOARD OF DIRECTORS

NEW YORK November 23, 1916.

Hon. W. L. McKenzie King,
Roxborough,
Ottawa, Canada.

My dear Mr. King:

You do not know how sorry I feel that you will be unable to speak at Cooper Union on the evening of December 1st. I was extremely anxious to have the employers properly represented at this meeting, as the employees will have their side so well presented on that evening and you, of all the men I know of could have put before the audience the subject of what the employer is doing to prevent accidents and why he is doing it. I certainly hope to have the pleasure of meeting you very soon.

Again regreting that you will be unable to speak at the meeting, I remain,

Sincerely yours,

Roger W. Straus

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30511

BUREAU OF ROLLS
AND LIBRARY

DEPARTMENT OF STATE
WASHINGTON

1930 18 St Washington, DC.
Feb 28, 1916.

The Hon. Mackensie King
New York City.
Dear Mr. King:

Last April I became acquainted with a Mr. Charles Kemp Bourne of Barrie Canada, formerly of Birmingham England, who used your name as a reference as to his character, history and general reliability. He gave also the names of the Princess Frederica of Lineburg, a certain professor in the University of Toronto, and others whom I have forgotten. It has become imperative that I have the testimony of some one who knew him prior to my meeting. We fell in love with each other and I promised to marry him when he should be financially able to care for a wife. My mother, sisters and friends have been delighted with him. While I deplored the fact that he had given up the Church I did not doubt that he assigned the true reason when he said it was due to a change of belief. He did not show me any of his letters though we often spoke of them. I trusted him absolutely.

He came from Canada to see me. I spent a month in Canada in the summer and saw him daily. He came to Washington several times during the fall.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30512

BUREAU OF ROLLS
AND LIBRARY

DEPARTMENT OF STATE
WASHINGTON

His business ventures in Montreal failed and I persuaded him to try his luck in the United States. I gave him letters of introduction to doctors, lawyers and other professional men in New York City. He made a good impression as usual. He undertook to act as New York Agent for an automobile attachment made in Cleveland Ohio. It is called the Giant Ford Starter. He had an office at 1733 Broadway and then telegraphed me to give him $1650. I refused all but $200. He became more urgent. I reminded him of the fact that he had told me he had $5000 or $6000, when he could get it together, besides some life insurance on which he might borrow. He said the money was in a bad loan in Toronto and real estate in Alberta and that he could raise nothing except a few hundred on some rail road bonds. I begged him to consult a lawyer as to the reliability of the Giant Starter firm and assumed that he had.
He came to Washington to explain the merits of the case assuring me that my loan would be the beginning of a fortune. I was not convinced but my love made me finally by Dec. 20 give him in all $1125. Then about that date he wrote me that the firm was not reliable and had cheated him of everything. He had previously been very ingracious to me about the money and became insulting when I remonstrated at the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30513

BUREAU OF ROLLS
AND LIBRARY

DEPARTMENT OF STATE
WASHINGTON

useless loss. He had not consulted the lawyer nor inquired into the reliability of the people even when he made a trip to Cleveland Oct. 17 on purpose to see them.

I am a working woman, have been self supporting and helping others since I was a very young girl. I have had large doctor's bills and my father's blind. I am in the Government service as the letter head shows and my present salary is only $1200 a year.

Mr. Bourne knew all these circumstances. I could easily give up the money. In fact when he became so angry about it, I told him never to mention it but to accept it as a present from me. It did not seem to me admirable nor manly but rather than to break with him I was willing to make large concessions.

Within the last two weeks I have received such remarkable letters from him - indicating what seems to me an insane jealousy. He reflects on my character, twists every word and act of mine out of its real meaning. I became engaged to him on the twenty-first of May when he seemed peculiarly tactful, sympathetic, idealistic and trustworthy. Has he ever been insane? I can account in no other way for his erratic conduct.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

BUREAU OF ROLLS
AND LIBRARY

DEPARTMENT OF STATE
WASHINGTON

Except in that money matter and his unreasonable jealousy he has seemed almost painfully sensitive and delicate in his perceptions.

I have grown up friendless, withdrawn to a great extent from society. I am of an extremely independent and high spirited nature yet I have yielded in hundreds of ways to him as I was so anxious to make a success of our marriage.

My family live in Kentucky and I am alone here so that I am obliged to make my own inquiries and decisions. I have hesitated to trouble you, but it would ease my present suffering if you could absolutely reassure me as to his past history.

He refuses to return to the Church or to teach or try to get any sort of work except more or less manual that is another disappointment. His address when I last heard from him Feb. 20 was 4004 W 5-7 St. and he was doing night work for a cab company.

I tentatively suggested last summer that he apply to you to give him a post suitable to his education, manner etc, but he refused to try you—

You will of course regard this as confidential. Above all do not let him know that I have written to you at this late date. Please pardon the liberty, I am taking.

Most respectfully yours.
(Miss) Lucy Stuart Fitzhugh.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, Canada.

March 2, 1916.

My dear Madam:

I have received your letter of the 28th ult.

I wish it were possible for me to give to you information concerning Mr. Bourne, but, unfortunately, I know nothing of him, not having ever so much as seen him. A year or more ago I received from him an application for the employment of his services in connection with the investigation of industrial relations I have been conducting, and later I received on his behalf a letter in support of his application from a lady who purported to be, and doubtless is, the Princess Frederica of Luneburg. I acknowledged the application received from Mr. Bourne, and informed him of the letter I had received in support of it; at the same time, I promised consideration to both in the event of an opening presenting itself, though I intimated there was but slight probability of there being any such. This is all the correspondence I have had with him or with any one concerning him.

Perhaps I should add that, some time later, I saw in a New York paper that Mr. Bourne had applied to the Mayor of New York to assist him in obtaining a wife, and that he had mentioned the names of a number of persons, including my own, as those of persons who could give references concerning himself. I thought this an extraordinary procedure at the time, but took no notice of it beyond determining that his application would receive no further consideration. This is all I know of concerning him except what you have told me in your letter, the contents of which I shall of course regard as entirely personal and confidential.

Very truly yours,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30516

1930 18 St.
Washington, DC.
Mar. 28, 1916.

Dear Mr. King:

Your sympathetic letter in reply to mine asking you for information concerning a Mr. C.K.B. should have been acknowledged sooner.

Thank you for your courtesy.

Yours truly,
Lucy Stuart

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30517

Ottawa, December 7, 1916.

The Publishers,
"The Survey",
105 East 22nd Street,
New York.

Dear Sirs:

The enclosed Money Order for $3.75 is sent by direction of Mr. Mackenzie King in payment of his subscription to "The Survey" up to December 1917.

Kindly acknowledge the amount by receipting the enclosed statement.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

20518

Tait

Mr Mann.
Port Dalhousie.
Ont.
Jan 26 '16

My dear Mr. King:

Mrs Tait & I wish to thank you very sincerely for your very kind letter of sympathy in connection with our recent bereavement. Your whole family have been very mindful of us. We have had kind letters from your father, from Mrs Lay, and from your brother & sister-in-law. Denver. All

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

this has been a comfort to us,
and we much appreciate Mrs. Kindness
from the good friends of former
days.

We are all delighted to
hear the good news of your
brothers progress towards recovery.
He has indeed fought a good
fight and we hope to have
soon of his complete recovery.

Mrs Tait & I expect to leave
for Clifton Springs on Friday.
I shall have said ah with
the surgeon in some weeks, and
hope the treatment at Clifton Springs
may help me.

Again thanking you, and
with my kind regards in
which Mrs Tait joins me

Remain
Yours sincerely
Donald Tait

W. L. Mackenzie King Papers
Volume 34
PUBLIC ARCHIVES PUBLIQUES
CANADA

Bella this last year.
She was the one friend to
whom I felt I could tell
every thing and I have longed
for her each day more than
the last.
We are delighted to hear such
good news from Vendor.
How happy you will all
feel to know that Mac has
a real chance at last.
They have both been so
brave through these long
months of waiting.

30520 Tait

The Manse.
Port Dalhousie.
January 9th 1916.

My dear Mr King.
The last book you were
good enough to send me
last Wednesday will be kept as
one of my most treasured
possessions. So one will ever
know how I have desired

W. L. Mackenzie King Papers
Volume 34
PUBLIC ARCHIVES PUBLIQUES
CANADA

30521

You may have heard that
Frank died two days before
the new year. Poor boy a most
patient sufferer never lived.
Life really held very little for
him. I think he was glad and
thankful to give up the strug-
gle. My doctor Marcus is making
wonderful strides towards recovery
and the men who have watched
his case carefully assure us
that in time he will be
stronger than ever before.

Thanking you again for
remembering me.

I Remain
Yours sincerely
Mary Dale.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Education - Industrial Training + Technical Training ✓
Royal Commission on Industrial Training + Technical Training ✓

30522

Ottawa, January 10, 1916.

also to all members of sub-committee named below

The Honourable A. Taschereau,
Minister of Public Works and Labor,
Quebec, Que.

Dear Mr. Taschereau:

At the request of the Honorary Secretary of the National Liberal Advisory Committee, I am writing to inform you of your appointment as a member of a sub-committee "to study and report upon the adoption of a scheme of technical education and industrial training in co-operation with existing provincial systems.

I have been asked to act as Chairman of this Committee, the others members of which are as follows:

Hon. A. Taschereau, Minister of Public Works and Labor, Quebec, Que.
Philippe Paradis, Esq., 78 St. Peter St., Quebec, Que.
G. C. Conant, Esq., Oshawa, Ont.
G. Fred Pearson, Esq., Halifax Chronicle, Halifax.
N. W. Rowell, Esq., M.P.P., Canada Life Building, Toronto.
Hon. R. Lemieux, M.P., Royal Trust Building, Montreal.
P. C. Larkin, Esq., 32 Yonge St., Toronto, Ont.
E. M. Macdonald, M.P., Pictou, N. S.

It has been suggested that I might furnish each member with a memorandum setting forth my views, and indicating lines of study and the manner of carrying on the work. It has seemed to me that the purposes for which the Committee has been formed would be even better served were I to invite, before expressing any views of my own, opinions from the members of the Committee as to how best its purposes might be furthered and the Committee's own work most effectively carried on.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Perhaps, as Chairman of this Sub-committee, I could not better serve its individual members than by performing the function of a sort of clearing house for an exchange of views preliminary to meetings that may subsequently be arranged. I shall be glad to assume this obligation, but I would suggest that members of the Committee correspond and converse with each other as frequently as may be possible, and that each member give to the subject which the Committee has been appointed to consider as much individual study as his time may permit, regard being specially had to considerations of which account should be taken in making the advocacy of Technical Education and Industrial Training on a national scale a part of the policy of the Liberal Party.

As you will remember, the Laurier Administration in 1910 appointed a Royal Commission on Industrial Training and Technical Education. This Commission had not completed its work when the change of government took place. Its report was made to the present administration in 1913, but no attention has been paid to the recommendations contained in this report by the present Government or any of its members. It has seemed to me that a careful study of the report of this Commission and its recommendations might with advantage constitute a natural first step for each member of the Committee to take in carrying on its work. The Report is comprehensive and suggestive, and would constitute a useful authoritative document for purposes of public discussion should it be found that its recommendations in any particulars are such as might furnish the basis of a line of policy to be advocated by the Party.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Believing that this opinion will be shared by fellow-members of the Committee, I have, without waiting for any communication of views, arranged with the Department of Labour to have the four bound volumes containing the report and evidence in printed form, sent to each member of the Committee to whom the Department has not already forwarded a copy. If by any chance you have not already copies of the report and evidence in your possession, or received from the Department the copies which I have asked to have forwarded, I shall be obliged if you will let me know, and I shall arrange for their being forwarded without further delay.

It is the desire of Sir Wilfrid Laurier, Chairman of the main committee, that the various sub-committees enter upon their work immediately and submit a first report of their labours and studies not later than the middle of February. Under these circumstances, I hope I may have the pleasure of hearing from each member of the Committee not later than the end of the first week in February. From the exchange of views contained in the several communications received within that time, I shall, with your concurrence, be pleased to draft a sort of preliminary report which might be submitted to Sir Wilfrid as a statement of the Committee's plan of organization and procedure, and be of service to members as a subsequent guide in carrying on the Committee's activities.

Yours faithfully,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

√ Educational - Industrial Training + Technical Education

30525

NATIONAL LIBERAL ADVISORY COMMITTEE

Sub-Committee on Industrial Training and Technical Education.

Ottawa, March 29, 1916.

INTERIM REPORT

To: A. TASCHEREAU et AL.

Dear Sir:

In a communication of January 10th addressed to members of the Sub-Committee on Industrial Training and Technical Education advising them of their appointment, members were requested to express opinions of their own as to how best the Committee's purposes might be furthered and the Committee's own work most effectively carried on. The Chairman undertook to perform the function of a sort of clearing house for an exchange of views preliminary to meetings that might be subsequently desired, and at the same time arranged to have the members supplied with copies of the report and evidence of the Royal Commission on Industrial Training and Technical Education, appointed by the Laurier Administration in 1910, and which submitted its report to the present Government in 1913.

While acknowledgment of their appointment has been received from practically all of the members of the Committee, very little in the way of suggestion has thus far been offered. So far as members have expressed any opinion, they have concurred in the view that the Chairman might himself outline for

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the consideration of the Committee a policy which he would recommend for adoption by the Party.

On the understanding that it is submitted solely as a basis for discussion and for the purpose of inviting criticism, the Chairman begs to present herewith to the members of the Committee a tentative draft of a policy and arguments in support of the same, which he believes it would be in the interests of the Liberal Party to adopt and advocate. In presenting this draft to the members for their consideration, he desires to inform them that in the main the policy it outlines is based upon a study of the reports and recommendations of two important Federal Commissions: (1) The Royal Commission on Industrial Training and Technical Education, appointed by the Government of Canada; and (2) the United States Commission on National Aid to Vocational Education, whose report has recently been submitted by President Wilson to Congress. A draft bill based upon this latter report was recently submitted to the Senate and House of Representatives of the United States.

It is an interesting circumstance that the recommendations of both these federal commissions follow much the same lines, and in the event of the Liberal Party of Canada adopting a policy such as is suggested, it would be able to marshal in support of its advocacy the expert opinion of these two important national commissions, arrived at after a careful survey of the needs of industrial training and technical education on this

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

continent, and a wide examination of the methods calculated to be most helpful in efficiently meeting the same.

The Chairman will be pleased if members of the Committee would give careful consideration to the draft proposal herewith, and furnish him with their opinions and criticisms upon the same. When the several members of the Committee have been heard from, a meeting of the Committee to consider all opinions and points of view will be convened, or a further interim report prepared.

W. L. MACKENZIE KING

Chairman.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

(1916) 30528
J.C.

Tentative Draft of a Proposed Dominion Policy on Industrial Training and Technical Education, and arguments in support of the same:

A Dominion policy on Industrial Training and Technical Education should be urged on the following grounds:

(1) That the development of the country's resources, its trade, commerce, and industries, its total national wealth and income, are all alike dependent upon the application to industry of skill and efficiency;

(2) That in the present-day industrial world struggle, industrial decline is the only alternative to industrial education. No nation can maintain or advance its position industrially or insure a progressive movement in the material welfare of its people, which does not adopt the most modern methods and most effective devices.

(3) A nation's population is mainly made up of the workers in its trades and industries, their happiness is dependent largely upon their earning capacity, and earning capacity is dependent upon the up-to-dateness of industrial processes and individual efficiency and skill.

(4) The situation created by the European War in withdrawing numbers of men from industry and temporarily diverting capital into industries of an ephemeral nature, will bring Canada, at its close, face to face with a new

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

problem, that, namely, of finding vocations for large numbers of men permanently maimed and injured, and of returning to industry still larger numbers devoid of special aptitudes for industrial opportunities that may present themselves. If the country is to do its duty by its returned soldiers, and this vast army not be lost to industry or brought seriously and suddenly into competition with free labor, its re-absorption into industry must not be left to chance and haphazard methods, but be part of a national programme which will have regard for the permanent well-being of the returned soliders and of those already employed.

(5) The well-being of the country's industrial workers, whatever their circumstances or origin, can only be promoted by ample opportunities for vocational education carried on under some national plan which will have regard for needs and opportunities in the country's industries as a whole.

The advocacy of a policy of Industrial Training and Technical Education by the Liberal Party may well be supported on the ground that it is the natural party to inaugurate and enforce such a policy, as is evidenced by the fact,

(1) that as a party, it has been identified with reform and progressive measures;

(2) that while in power it created the Dominion Department of Labour, which Department would have to do with the

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

administration of any policy of Industrial Training and Technical Education;

(3) that the Department of Labour under the Liberal Administration established the Commission on Industrial Training and Technical Education; and

(4) that the present Government has shown its unwillingness to concern itself with this important national question, and has done nothing towards attempting to carry out the recommendations of the Commission.

Two considerations of which account must be taken in a consideration or public discussion of any policy instituted as a Dominion policy are:

(1) Provincial rights in the matter of education, - that it may be perfectly clear that the Dominion policy is not one of conflict, but of co-operation, with the Provinces; and

(2) That it is not a superficial kind of training that is aimed at, but one intended to meet the needs of the worker as well as the needs of the employer. In other words, that the test of efficiency of industrial education under any plan proposed will be its increase in wage-earning power, not simply its increase in efficiency of labor to produce.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Supported by these views and considerations, it is proposed:

(1) That the Dominion of Canada should co-operate with the Provinces of the Dominion in promoting a National Plan of Industrial Training and Technical Education.

(2) That co-operation with the Provinces should take the form of:

(a) Financial aid in promoting vocational education. The problem of providing adequate salaries and the proper training for vocational teachers is too large a work for the Provinces to undertake individually without Federal aid, if the class of teachers are to be obtained who will really make of any scheme of Industrial Training and Technical Education the instrument of national advancement which it should be.

(b) The establishment of a permanent Federal Commission or Bureau on Industrial Training and Technical Education that would have functions and powers similar to those accorded the Commission on Industrial Training and Technical Education, which, in a word, embrace the acquiring of information as to the needs and equipment of the Dominion with respect to Industrial Training and Technical Education and advising upon the means and methods of best meeting these requirements; also the placing at the disposal of the Provinces of information on Industrial Training and Technical Education gathered and disseminated with that

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

degree of efficiency for which a Federal organization would have advantages superior to those of the Governments of the several Provinces. European countries and the United States have gained a great advantage over Canada through their superior enterprise in the collection of knowledge concerning right methods of developing technical education, and this work must be done by the Federal Government in order to obtain the best results.

(c) The establishment of National Industrial Museums illustrative of industrial arts and processes.

(3) The Plan should include the creation by the Provinces of Provincial Boards with which the Federal Government may deal; and along with the Federal Commission or Bureau there should be an Advisory Dominion Board, consisting of the Minister of Labour, the Minister of Agriculture, the Minister of Trade and Commerce, the Minister of Marine and Fisheries, and the Minister of the Interior, to administer the Federal fund and co-operate with the Provinces in promoting Industrial Training and Technical Education.

(4) The Plan should contemplate a total expenditure ~~including appropriations already made for education in Agricultural~~ of a sum not exceeding $30,000,000, distributed over a period of ten years, to be voted by annual appropriations. The financial support guaranteed by the Dominion should be such as would warrant individuals and communities in deciding to devote a considerable period of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

time and amount of money to the evolution of Industrial Training and Technical Education. In order that plans might be made with reasonable confidence in the permanence of the undertaking, it is highly important that such provisions should be made as would give reasonable assurance to the teachers and instructors who become qualified to carry out the work that satisfactory remuneration would be paid to them and continued employment provided for them. In view of an appropriation of ~~equal amount~~ $10,000,000 having already been made by the Federal Government towards Education in Agriculture, ~~the two amounts~~ this should be considered ~~jointly in the~~ as a part of the $30,000,000 for the expenditure along some such lines as the following:

(a) A sum not exceeding $150,000 should go annually to the Dominion Board, for administration, studies, investigations, and reports, to aid the provinces, the studies covering the subjects of Agriculture and Home Economics, Trades and Industries, Commerce and Commercial Processes, and Methods of Teaching and Courses of Study for such subjects.

(b) A sum not exceeding $150,000 to be appropriated annually towards the establishment and maintenance of industrial museums.

(c) The balance of the fund to be appropriated to the Provinces as national grants for the purpose of stimulating vocational education in agriculture and in

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

the trades and industries, these grants to be given in three forms:

(i) for the training of teachers of agricultural, trade, industrial and home economic subjects.

(When the Provinces accepted the responsibility of legislating for the establishment and maintenance of Education within their borders, teaching of the special kind necessitated by Industrial Training and Technical Education was not contemplated as a part of public education. This circumstance, combined with the fact that the Dominion accepted the responsibility of legislating on matters pertaining to trade and commerce, would seem to make it wholly appropriate that the Dominion should supplement Provincial expenditures in providing teachers and in helping to meet the cost of carrying on these branches of Education in the elementary schools.)

(ii) for the paying of part of the salaries of teachers, supervisors, and directors of agricultural subjects and of teachers of trade and industrial subjects.

(iii) for the provision of suitable and adequate appliances, apparatus, and equipment for teaching purposes, but not including school buildings, furniture or consumable supplies.

(d) The money ~~being~~ should be distributed among the Provinces in accordance with the relative percentages of their population, ~~Separate~~ appropriations should be made for ~~both~~ agricultural education and trade and industrial education; ~~that~~ appropriations for agricultural education should be distributed among the Provinces in the proportion that the rural population of each Province bears to the rural population of the whole

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Dominion; ~~that~~ appropriations for trade and industrial education should be distributed among the Provinces in the proportion which each Province's total urban population bears to the Dominion's total urban population. As the agricultural appropriations will reach the country, so the appropriations for trade and industrial education will reach the cities and towns.

(5) Schools aided by the Federal Government should be operated and controlled by the public.

(6) Dominion co-operation with the Provinces should be made subject to conditions safeguarding the proper expenditure of Dominion funds.

(7) As Federal assistance would be intended to stimulate Provincial effort, Federal monies should be appropriated only to such Provinces as meet the requirements of the National Plan by themselves appropriating large complementary sums for similar purposes. It should be provided that for each dollar paid from the Federal grants, the Province or local community affected, or both, should expend at least an equal amount for the same purposes.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30536 (1916)
J.C.

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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

problem, that, namely, of finding vocations for large numbers of men permanently maimed and injured, and of returning to industry still larger numbers devoid of special aptitudes for industrial opportunities that may present themselves. If the country is to do its duty by its returned soldiers, and this vast army not be lost to industry or brought seriously and suddenly into competition with free labor, its re-absorption into industry must not be left to chance and haphazard methods, but be part of a national programme which will have regard for the permanent well-being of the returned soldiers and of those already employed.

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(1) that as a party, it has been identified with reform and progressive measures;

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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Two considerations of which account must be taken in a consideration or public discussion of any policy instituted as a Dominion policy are:

(1) Provincial rights in the matter of education, - that it may be perfectly clear that the Dominion policy is not one of conflict, but of co-operation, with the Provinces; and

(2) That it is not a superficial kind of training that is aimed at, but one intended to meet the needs of the worker as well as the needs of the employer. In other words, that the test of efficiency of industrial education under any plan proposed will be its increase in wage-earning power, not simply its increase in efficiency of labor to produce.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Supported by these views and considerations, it is proposed:

(1) That the Dominion of Canada should co-operate with the Provinces of the Dominion in promoting a National Plan of Industrial Training and Technical Education.

(2) That co-operation with the Provinces should take the form of:

(a) Financial aid in promoting vocational education. The problem of providing adequate salaries and the proper training for vocational teachers is too large a work for the Provinces to undertake individually without Federal aid, if the class of teachers are to be obtained who will really make of any scheme of Industrial Training and Technical Education the instrument of national advancement which it should be.

(b) The establishment of a permanent Federal Commission or Bureau on Industrial Training and Technical Education that would have functions and powers similar to those accorded the Commission on Industrial Training and Technical Education, which, in a word, embrace the acquiring of information as to the needs and equipment of the Dominion with respect to Industrial Training and Technical Education and advising upon the means and methods of best meeting these requirements; also the placing at the disposal of the Provinces of information on Industrial Training and Technical Education gathered and disseminated with that

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

degree of efficiency for which a Federal organization would have advantages superior to those of the Governments of the several Provinces. European countries and the United States have gained a great advantage over Canada through their superior enterprise in the collection of knowledge concerning right methods of developing technical education, and this work must be done by the Federal Government in order to obtain the best results.

(c) The establishment of National Industrial Museums illustrative of industrial arts and processes.

(3) The Plan should include the creation by the Provinces of Provincial Boards with which the Federal Government may deal; and along with the Federal Commission or Bureau there should be an Advisory Dominion Board, consisting of The Minister of Labour, the Minister of Agriculture, the Minister of Trade and Commerce, the Minister of Marine and Fisheries, and the Minister of the Interior, to administer the Federal fund and co-operate with the Provinces in promoting Industrial Training and Technical Education.

(4) The Plan should contemplate a total expenditure, including appropriations already made for education in Agriculture, of a sum not exceeding $30,000,000, distributed over a period of ten years, to be voted by annual appropriations. The financial support guaranteed by the Dominion should be such as would warrant individuals and communities in deciding to devote a considerable period of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

time and amount of money to the evolution of Industrial Training and Technical Education. In order that plans might be made with reasonable confidence in the permanence of the undertaking, it is highly important that such provisions should be made as would give reasonable assurance to the teachers and instructors who become qualified to carry out the work that satisfactory remuneration would be paid to them and continued employment provided for them. In view of an appropriation of $10,000,000 having already been made by the Federal Government towards Education in Agriculture, this amount should be considered as a part of the $30,000,000, to be expended along some such lines as the following:

(a) A sum not exceeding $150,000 should go annually to the Dominion Board, for administration, studies, investigations, and reports, to aid the provinces, the studies covering the subjects of Agriculture and Home Economics, Trades and Industries, Commerce and Commercial Processes, and Methods of Teaching and Courses of Study for such subjects.

(b) A sum not exceeding $150,000 to be appropriated annually towards the establishment and maintenance of industrial museums.

(c) The balance of the fund to be appropriated to the Provinces as national grants for the purpose of stimulating vocational education in agriculture and in

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

the trades and industries, these grants to be given in three forms:

(i) for the training of teachers of agricultural, trade, industrial, and home economic subjects.

(When the Provinces accepted the responsibility of legislating for the establishment and maintenance of Education within their borders, teaching of the special kind necessitated by Industrial Training and Technical Education was not contemplated as a part of public education. This circumstance, combined with the fact that the Dominion accepted the responsibility of legislating on matters pertaining to trade and commerce, would seem to make it wholly appropriate that the Dominion should supplement Provincial expenditures in providing teachers and in helping to meet the cost of carrying on these branches of Education in the elementary schools.)

(ii) for the paying of part of the salaries of teachers, supervisors, and directors of agricultural subjects and of teachers of trade and industrial subjects.

(iii) for the provision of suitable and adequate appliances, apparatus, and equipment for teaching purposes, but not including school buildings, furniture or consumable supplies.

(d) The money should be distributed among the Provinces in accordance with the relative percentages of their population; separate appropriations should be made for agricultural education and trade and industrial education; appropriations for agricultural education should be distributed among the Provinces in the proportion that the rural population of each Province bears to the rural population of the whole Dominion; appropriations for trade and

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Dominion; appropriations for trade and industrial education should be distributed among the Provinces in the proportion which each Province's total urban population bears to the Dominion's total urban population. As the agricultural appropriations will reach the country, so the appropriations for trade and industrial education will reach the cities and towns.

(5) Schools aided by the Federal Government should be operated and controlled by the public.

(6) Dominion co-operation with the Provinces should be made subject to conditions safeguarding the proper expenditure of Dominion funds.

(7) As Federal assistance would be intended to stimulate Provincial effort, Federal monies should be appropriated only to such Provinces as meet the requirements of the National Plan by themselves appropriating large complementary sums for similar purposes. It should be provided that for each dollar paid from the Federal grants, the Province or local community affected, or both, should expend at least an equal amount for the same purposes.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30544

Ottawa, April 4, 1916.

Hon. A. Taschereau,
Minister of Public Works and Labor,
Quebec, Que.

and to all members of the Committee.

Dear Mr. Taschereau:

At my request, Dr. J. W. Robertson, the Chairman of the Royal Commission on Industrial Training and Technical Education, is forwarding under separate cover copies of addresses delivered by him on this subject. I think you will find these addresses of interest in connection with the studies our Committee is making.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30545

Ottawa, June 24, 1916.

Send to all members of the Committee on Technical Education.

The Honourable A. Taschereau,
Minister of Public Works and Labour,
Quebec, Que.

Dear Mr. Taschereau:

As you have already been informed, the meeting of the National Liberal Advisory Committee is to be held in Ottawa on July 18th and the two following days. It has been arranged that the sub-committees will meet on Tuesday, and that the two following days will be taken up with a consideration or their reports and other business.

As Chairman of the Committee on Technical Education, I am writing to each member asking him to make it a point to be on hand Tuesday for discussion and consideration of the report to be submitted by the Committee to the Main Committee. I hope it may be possible for you to meet with the other members of the Committee on July 18th.

Yours sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30546

C. BURGESS TAYLOR

HIRAM M. TAYLOR

General Agency of

The Northwestern Mutual Life Insurance Company

OF MILWAUKEE, WIS.

C. B. & H. M. TAYLOR

GENERAL AGENTS FOR

WEST VIRGINIA, JEFFERSON AND BELMONT COUNTIES, OHIO

717-719 SCHMULBACH BUILDING

O. WYNNE CASE
Cashier

PHONES { NATIONAL 1148
BELL 1408

Wheeling, W. Va., June 23, 1916.

Hon. W. L. McKenzie King,

Rockefeller Foundation,

New York City.

My Dear Mr. King:

I have just received a copy of the Report of the Secretary of Labor containing a review of the labor legislation during the year 1915. It gives in full a law enacted by the State of Colorado following the general plan of the Canadian act.

Will you please be kind enough to advise me at your earliest convenience the results that have so far been obtained under this law; the reception which it is meeting at the hands of the people of the state and whether or not the constitutionality of the compulsory investigation clause has been tested in courts.

I shall greatly appreciate it if you will put me in touch with some one in the State of Colorado who can give me first-hand, reliable information as to further details.

I very frequently think of you and I can assure you that you have my sympathy in the ordeal which you and your people are passing through. I trust that all will work out well in the end and that you may come through it and be spared many years of usefulness to your people.

Very sincerely,

CBT-NM

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, June 30, 1916.

Mr. C. Burgess Taylor,
North Western Mutual Life Insurance Company,
Wheeling, West Virginia.

My dear Mr. Taylor;

Your letter of June 23rd has been forwarded to me here.

While I have been aware that the State of Colorado had enacted a law very similar to the Canadian Industrial Disputes Investigation Act, I have been occupied with other phases of the industrial problem since its enactment, and have not followed the results that have been obtained, nor indeed, any features of the administration of the measure, and its reception officially and otherwise.

The law is administered by the State of Colorado Industrial Commission, a body which was appointed at the time of its enactment. I should think that the Chairman or Secretary of this Board would be the best person to write to obtain information on the points concerning which you have made inquiry and any further details. If you are anxious to obtain opinions from other than official sources, I might give you the names of one or two lawyers or others to whom you could write; but I hardly feel that I know any persons in Colorado intimately enough to be able to vouch for the accuracy of their opinions in judging

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of the efficacy of this particular measure thus far. As I have been identified with certain of the interests in Colorado, it might be desirable from your point of view, in obtaining opinion above the possibility of prejudice, that you should write independently to any lawyer known to you personally, rather than to someone whom I might suggest. I suggest this course, not because I feel that as between you and me there would be the slightest possibility of other than a due appreciation of the services of any person I might mention, but only because I know that you are interested in this matter from a public standpoint, and it might be that in the event of correspondence being subsequently made public, some person might raise a question in this connection which might lead to misunderstanding.

The general impression I have is that the law has worked well; that there has been no question raised as to its constitutionality; and that on the whole it has been not only of service to the State, but favorably received by Labor and Capital alike. This, however, is only an impression gathered, as impressions are, from facts that come to one's attention in one way or another.

We are, indeed, passing through a terrific ordeal at the present time. Our country has suffered heavily in the loss of men, many of whom are among the finest of our manhood. I doubt, however ,if there is any man in the country worthy of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of the name who does not feel that it is in the interests of human progress and liberty for the world as a whole that this sacrifice, and such further sacrifices as the war may entail, should be made. The outcome of the war will decide whether the world in future must exist on a militarist basis, with personal freedom a misnomer, or whether countries may hope to live, as for One Hundred years this country and the United States have lived, in peaceful relations with each other through a social order based on Faith, and not Force.

With kindest regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30550

C. BURGESS TAYLOR — HIRAM M. TAYLOR

GENERAL AGENCY OF

The Northwestern Mutual Life Insurance Company

OF MILWAUKEE, WIS.

C. B. & H. M. TAYLOR

GENERAL AGENTS FOR

WEST VIRGINIA AND BELMONT COUNTY, OHIO

G. WYNNE CASE
CASHIER

717-719 SCHMULBACH BLDG. PHONES { NATIONAL 1148 / BELL 1405

WHEELING, W. VA., Sept 9th 1916

My dear King:-

The inclosed clipping is self explanatory. I have been getting some satisfaction out of the item things have taken. I am hammering away on our industrial program.

I trust it will not be long until you will again be in a position to devote yourself to pursuits of peace.

Would you be willing to give me a letter that would open the way to an interview with Mr Rockefeller Jr?

With kindest personal regards I am

Very Truly

C Burgess Taylor

P.S.

Will you be in New York this Week or winter, if so when?

CBT

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30551

September 8, 1916

INDUSTRIAL CONCILIATION.

President Wilson's stand in favor of the enactment of a law similar to the Canadian industrial disputes act, which provides a method of preventing strikes during a fixed period of investigation, recalls the agitation for such a law in West Virginia during the Cabin Creek trouble four years ago.

Largely through the initiative of C. Burgess Taylor of this city various local organizations and the state board took up the matter, and the Hon. McKenzie King, author of the Canadian law, was brought into the state for two addresses. A public meeting was held in Charleston, near the scene of the most serious and most expensive industrial war in the history of the state, at which Mr. Taylor presided through appointment by Governor Glasscock. The meeting developed such opposition to the proposed legislation, on the part of both operators and miners, that it was adjourned without any action being taken, and the same spirit of hostility brought about the shelving of two

THE WHEELING

bills modeled after the Canadian law, which were introduced in the legislature of 1913.

Since that time the Canadian industrial disputes act has been written into the statutes of Colorado and Mr. Taylor has obtained authentic information from leading representatives of both capital and labor that it is proving entirely satisfactory. President Wilson's endorsement of this plan of industrial conciliation makes it reasonably certain that it will be considered at the next session of congress, and in event of favorable action by that body a bill embodying the principle of the Canadian act may meet a different fate in the West Virginia legislature.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

928 Olive Street,
Denver, Colo., Sept. 16, 1916.

My dear Taylor:

I was pleased to receive your letter of the 9th instant and the clipping enclosed. The cutting which I return with this letter will explain to you why it has not been possible for me to send an earlier acknowledgment; also why I happen to be in Colorado at the present time. After my father's death I came here with my mother that she might spend a short time with my brother, who is living in Denver. I am going on to California in a day or two, but expect to be back in Canada early in October.

I am glad to know that public opinion is gradually being formed more and more in the direction in which you have endeavored to shape it. I am convinced that every fresh experience of industrial strife, or threats of it, will tend toward this end.

As to giving you a letter which would open the way to an interview with Mr. Rockefeller, Jr., I should do this very gladly on personal grounds were my relations with Mr. Rockefeller purely of a personal nature. As, however, they are of a business nature primarily I have been obliged to adopt in response to requests of this kind a method of procedure which is in accord with Mr. Rockefeller's own wishes, and which is that he should be in a position to know in advance something of the purpose of the interview which is being sought with him, and be himself in a position to say whether the matter to which it may refer would be of interest and concern to him. With his very large interests he has been obliged to adopt some policy of the kind, and you, I am

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30553

sure, will understand that those who have relations with him are under a double necessity of taking cognisance of his wishes in matters of this kind.

It may be that at some time a favorable opportunity of giving you an introduction might present itself, and if so I should gladly avail myself of it, but for the reason above mentioned I have given no letters of introduction since my association with the Foundation.

I regret that I cannot, without knowingly transgressing his wishes in the matter, send you a letter at the present time. It is just possible that I shall be in New York a part of this winter. If so, I will keep in mind your wishes to let you know of my being there.

With kindest personal regards, believe me always,

Very sincerely yours,

W. L. MACKENZIE KING

Mr. C. Burgess Taylor,

Wheeling, W. Va.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30554

C. BURGESS TAYLOR

HIRAM M. TAYLOR

General Agency of

The Northwestern Mutual Life Insurance Company

OF MILWAUKEE, WIS.

C. B. & H. M. TAYLOR

GENERAL AGENTS FOR

WEST VIRGINIA, BELMONT AND JEFFERSON COUNTIES, OHIO

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G. WYNNE CASE
CASHIER

PHONES { NATIONAL 1148
BELL 1405

Wheeling, W. Va., Nov. 10th, 1916.

Hon. W.L. MacKenzie King,
928 Olive Street,
Denver, Col.

My dear King:-

I have been absent from my office almost continously since the enclosed letter was written and I found it on my desk when I returned from an extended trip through the State. Between attention to business and a somewhat active participation in the campaign which has just closed, there has been very little time left for anything else. As a matter of fact, this confusion arose very largely I think from the rush in which I found myself at the time it was written.

Very respectfully,
C Burgess Taylor

CBT-EJ
1 enc.

Received Nov. 17th

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30555

C. BURGESS TAYLOR

HIRAM M. TAYLOR

General Agency of

The Northwestern Mutual Life Insurance Company

OF MILWAUKEE, WIS.

C. B. & H. M. TAYLOR

GENERAL AGENTS FOR

WEST VIRGINIA, JEFFERSON AND BELMONT COUNTIES, OHIO

717-719 SCHMULBACH BUILDING

G. WYNNE CASE
CASHIER

PHONES { NATIONAL 1148
BELL 1405

Wheeling, W. Va., Sept. 29th, 1916.

Hon. W.L. Mackenzie King,
928 Olive Street,
Denver, Col.

My dear King:-

Your letter of the 16th inst. came duly to hand with the clipping from the "Star" announcing the death of your distinguished father. His long, useful and honorable career in the Dominion must be a source of great pleasure to you, and you will accept my sincerest sympathy in your bereavement.

Yes, the principle of the compulsory investigation of industrial disputes, as first applied by you as Minister of Labor in Laurier's Cabinet, is steadily gaining ground, but progress is slow and failure to get immediate results is always calculated to discourage even the most determined. The tragedy of it all lies in the fact that it is almost impossible to get a hearing when conditions are normal, and the problem could be worked out in an atmosphere of calm reason and deliberation.

I have kept the work you have accomplished in Colorado under close observation since the enactment of the law providing for the application of the Canadian principle in that State. I note that the attitude of some of the labor leaders in the recent session of The Federation of Labor in Colorado is greatly at variance with statements which they have made to me on former occasions, with reference to the new law. I take it that, as is usually the case, the professional labor leaders are unlimbering their big guns against this measure. I have in mind, especially, one labor editor whose editorials and personal letters I have in my files, and they read as tho they might have been written by different men espousing opposite sides of the same cause.

The great difficulty in this State has been that we have never had a Governor with enough vision to comprehend the necessity of this law for West Virginia, and I doubt very much if we have had one with the nerve to make the fight for it if he had really seen the light. Hon. William E. Glasscock, who was Governor when we had our disastrous strike, could have rendered this State an invaluable service had he called a special session of the legislation and forced them to pass the law, but he let the matter go over until the regular session and, in fulfillment of a promise he made to me to recommend such a law, he simply made a farcical reference to its necessity in his annual message.

At the State Democratic Convention two years ago I was a member of the Committee on Resolutions and succeeded in committing the Democratic Party to this line of

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

legislation, and I tried to accomplish the same thing in the Convention which we have recently held. I was a candidate for a place on the Committee on Resolutions but by the time the political powers that be got through with me, I was in very much the same shape as the boy who invaded a barn lot full of young mules against his mother's advice.

The power that men who enjoy the prominence of office holding and money, in the hands of men who have selfish designs on party organization, to absolutely control men who call themselves independent American citizens presents to my mind both a serious and a humorous phase. I am sure your sense of humor would have enjoyed the situation in our last Democratic State Convention. When we got on the ground every man I talked to was as full of fight for a Progressive Platform as a bull terrier, but when it came to a show down, there was nobody left on the bleed stained quarter deck except a fearless and independent but comparatively unknown lawyer from a little country town back in the State and myself.

The prominence which President Wilson has recently given to this line of legislation will in my judgement give to it a consideration which it has hitherto been unable to command at the hands of the thinking public. In my opinion, the Colorado Law, which is the first one that has been enacted in this country, is a mistake in that it provides a permanent board to handle these cases, and will consequently put the principle of the legislation at a serious disadvantage in its first practical trial in this country, and I trust that some one of sufficient prominence to reach President Wilson will prevail on him to avoid this mistake in its national application. I have information which assures me that he will, in this as in everything else, make a thorough investigation of the matter.

I am delighted to know that you will spend a part of the winter in New York and I shall endeavor to have a visit with you during the winter. I have the pleasure of knowing Mr. and Mrs. Honore Wilsie and I trust that we will be able to get together for a little dinner. Mrs. Wilsie, as you probably know, is the young woman who did such fine work for Harper's Weekly in interviewing Secretary Lane and other members of the Wilson Cabinet. She has also done some other literary work which is very clever.

Any time I happen to be in New York and you can without embarrassment to yourself bring us together, I shall be very glad to meet Mr. Rockefeller for the purpose of discussing the necessity of this legislation in West Virginia. As you doubtless know, the Rockefeller interests are very extensively interested in West Virginia properties which employ thousands of men and, in my judgement, Mr. Rockefeller could render the country no greater service that to acquaint himself with the real conditions in this State before they become acute. I have noted in the press reports that he has excused himself with reference to many phases of the Colorado situation on the ground that he was not advised of the situation.

I can assure you that I have no desire in the world to make the acquaintance of Mr. Rockefeller other than for the purpose of making whatever contribution I can, however small, to the best possible industrial conditions for our State. You would probably be surprised to know the disastrous effect that these labor disturbances have upon my own individual business, and for that reason I feel that I have a right to speak and be heard, for while my business in its entirety will represent only pin money to Mr. Rockefeller and his associates in this State, it is of vital concern to me as their vast holdings are to them.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

W.L.M.K. # 3.

Trusting that I may have the pleasure of a visit with you this winter at which time we will divest ourselves of the cares of life, and, in the spirit of Browning's beautiful poem which Sir. Edward Grey so impressively quoted to you, take a few brief hours off and settle the destiny of our respective nations.

With kindest regards and best wishes for your health and happiness, I am

Very truly yours,

C. Burgess Taylor

CBT-FJ

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30558

Ottawa, November 22, 1916.

Mr. C. Burgess Taylor,
Wheeling, West Virginia.

My dear Taylor:

I have just returned to Ottawa after an absence of some weeks and find your letter of the 10th instant enclosing your earlier communication of September 29th. I am glad to have both letters, and shall hope that the approaching months may afford some opportunity for the meetings of which you speak.

With kindest regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30559

Ottawa, June 3, 1916.

Mr. H. I. Thomas,
The Aylmer Apartments,
Ottawa.

My dear Thomas:

I enclose a copy of Sir George Ross's speech which I promised to send you at the time Macpherson, you and I discussed, at Machado's luncheon given for Dr. Grenfell, some points with respect to the nature of the Liberal legislation respecting the Canadian Naval Service. I think the paragraphs I have marked will bear out my contentions at the time.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

c/o J. R. Booth,
Ottawa, Ont., June 5th, 1916.

The Honourable
W. L. McKenzie King, C. M. G.,
The Roxborough,
Ottawa.

My dear King,

I am much obliged by the copy of Sir George Ross' speech which we discussed a short time ago. This certainly seems to prove your point.

With kind regards,

Yours very truly,

Herbert H. Thomas

HIT/PM

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30561

Ottawa, November 27, 1916.

Lieutenant-Colonel A. T. Thompson,
Officer Commanding, 114th Battalion, C.E.F.,
Army Post Office,
London, England.

Dear Colonel:

I enclose a copy of a letter I have just sent to Graham. Please let me know confidentially if it meets with your approval, and also whether or not, should you receive a cable offering you the nomination while abroad, you would accept. Let me know definitely on this point so that I can speak with authority on your behalf if necessary. You know what my feelings are, so that there is no need to enlarge upon them.

I hope you and the boys are well; also Mrs. Thompson.

Always with best wishes to you all,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30562

Ottawa, November 28, 1916.

Lieutenant-Colonel Andrew T. Thompson,
Commanding 114th Battalion,
Army Post Office,
London, England.

My dear Colonel:

I had lunch with Sir Wilfrid to-day, and told him of my talk with Hiller and my letter to Graham. Sir Wilfrid's comment was "Nothing could be better." He expressed the further hope that it might be possible to communicate the arrangement.

I thought you would like to know this - so please let me have at your earliest convenience your decision in the matter.

With the best of wishes,

Always very sincerely yours,

W L MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, December 13, 1916.

Lieutenant-Colonel Andrew T. Thompson,
Officer Commanding 114th Battalion, C.E.F.,
Army Post Office,
London, England.

Dear Colonel:

I enclose a copy of the letter Graham has sent me in reply to mine to him. Do you think Miller Lash would be willing to interest himself in your behalf by arranging for an organizer in the connection mentioned? Or is there anyone you would think of writing direct or care to have approach Pardee or Graham or myself to lend their good offices on your behalf. I really feel that your chances of re-election as member for Haldimand are too good to let pass, and you ought to be in the next Parliament.

Since writing you I have seen Graham and had further talks with Sir Wilfrid. They are both as enthusiastic as I am concerning your candidature. Someone to watch the campaign on your behalf in your absence is all that is necessary, and I should not be at all surprised if before the contest comes on you and your sons will be home to participate in it. Meanwhile let us make sure of securing the nomination for you.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

With renewed best wishes for Christmas and the New Year to Mrs. Thompson, yourself, and all of your family, Believe me ever, dear Colonel,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Vol. 30 Aug 1917

30565

West Sandling Camp
Kent County, England
114th. Batt., C/O. 36th. Batt.
Dec. 17th. 1916

Hon. W.L.M. King
The Roxborough
Ottawa
Canada

My dear King

Your letters of the 27th. and 28th. have just reached me, and I hasten to reply.
I believe that after the war there will be good work to do in the public service, and I feel that I am capable of doing some of it. Machine politicians of both parties will try to out-bid one another for the returned soldiers' vote, and if we are to avoid seeing the country divided into two hostile camps, an army party encouraged to seek more than its just rights, and a civilian party bitterly opposed thereto, there must be some men who have borne their part in the war, of sound judgment and some tact, to keep things in their proper proportion.
I have soldiered all my life, and I think I understand the men of the C.E.F. through and through, besides which I have a very wide acquaintance among the officers, partly through the Military Gazette. For these reasons I am inclined to think I might be of use, and I state the case plainly, because it seems a time for plain speaking. After due consideration, then, I have concluded that I am willing to accept the nomination you mention, with certain conditions attached. First there would have to be a strong campaign put up for me, such as you have outlined. Lawler is a desparate and resourceful fighter, and could only be defeated by the good organization and strong speaking campaign to which you refer.
But there is another condition, which, I fear, may be insuperable. I would have to have the consent of my partner Mr. R.A. Pringle. Quite recently he was very anxious to accept a judgeship which was offered him, and I got him to decline it, under considerable pressure, because had he accepted it would have ruined our practice, and left me nothing to which to return. We made a new partnership, by which I am bound for some years, after my return from the war, during which time I must give my best energies to the firm business.
My own idea is that should I win a seat our prestige would be increased, and that the result would even be beneficial to him. He might not share this view, however, and if he refused his consent I could not honourably accept nomination.
You will realize that this puts us on delicate ground. I could not WRITE him on such a subject, for obvious reasons. His consent would have to be obtained absolutely privately, through some mutual friend. Were it to get out that he had given a consent without which a Grit candidate of some strength would not have been in the field, he would be in wrong with his own friends, and that would not be fair to him. There is one man who could, I think, procure his acquiescence, could he be induced to press for it, and that is E.W. Beatty, Vice-President and General Counsel of the C.P.R. Beatty is a good friend of mine, and might be glad to see me in the House again. He certainly has influence with Pringle. Beatty might even get Lord Shaughnessy to speak to Pringle, - that would certainly, in my opinion, settle it. It may be you know of a better way of achieving the same result, but this is the only one which at present occurrs to me. I do not think it would be wise to write Beatty on the subject until I knew your views. Time seems to press, so if you approve of the Beatty scheme, please cable me to the above address in the words "write as suggested", if the censor will permit such a mystic meassage to pass, and if not, then I leave it to your ingenuity to convey your meaning in some other formula.

OVER

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

On one more point I think I should speak. In my absence such a organization as you suggest would be imperative, and it would be expensive. As I think you know, I have made some very bad investments in the north west, and lost a good deal of money thereby. In one case I am personally liable, with others, on a ninety thousand dollar mortgage, the land upon which it stands having depreciated to less than a quarter of that value (Edmonton stuff). The liability is joint and several. My co-victims are many of them financially ruined by the western slump, and several of them have already stopped payment of their shares of calls for principal, taxes and interest. At any time the mortgagor may take action against us on our covenant to pay, and should he do so I may find myself with a hevy judgement against me, a very large part of which I shall have to pay. It certainly looks black, anyway, and has given me very keen anxiety.

I do not ask to play the pauper, but neither am in a position to pay bills running into the thousands, after the fight is over. Up to twenty-five hundred dollars I feel I could go, but not a dollar beyond that.

I beleive my chance of election would be at least an even one. Lawler has lost a lot of popularity of late years, he has grown rich and careless, while I know I have made many new friends and warmed up many old ones since I joined the C.E.F.

I appreciate your good opinion very much, and am pleased to note that Sir Wilfrid too approves of my re-entry into public life.

One thing I think I may say with assurance, - if I cannot carry Haldimand for us, no one else can, for the very fact that Kohler is a German would prevent that cautious man running, at the present juncture, and probably defeat him, popular as he normally is, at this present juncture. time

I would be glad to have you show this letter to Graham or Pardee, in fact either of them might know of a way to get Pringle's consent, if they approve the plan of my running at all, and you are, of course, at liberty to consult Sir Wilfrid, the wisest one of all.

All of the family send Christmas greetings, in which I most heartily join. The boys will probably be sent to the front very soon now, but I have no chance at present, since they are not sending over any senior officers at all, - my chance may come later, and meantime I am busily employed as chairman of a C.E.F. Man Power Committee, whose duty it is to comb out the force in England, to the end that more men may be sent to the front from various office jobs, their places to be taken by returned wounded officers and men.

Yours very truly

Andrew T. Thompson

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30567

Toronto, October 25th, 1916.

Dear Sir:-

I have been instructed by the Executive Committee of the Single Tax Association to address you, as a member of the National Liberal Advisory Committee, the following communication:-

Of all the subjects to which you will have to give your attention none is more important than that of Taxation.

By our taxation we can make prosperity abound or we may drive it from the land. We may either encourage the people to bring forth crops, buildings and goods in the greatest abundance, or we may encourage them to keep the land in barrenness, as a "hold-up", to gain wealth by the impoverishment of their neighbors. We may bring men into the holy and harmonious relationship of brotherhood, or we may split society into lord and serf, millionaire and tramp.

With the almost miraculous increase in the power of production by improved mechanism, and with the lavish abundance of our resources, should we not have a nation of prosperous people, without the vestage of that modern abomination,- the slum? But we have adopted the old-world methods of taxation, and consequently we are getting the old-world development, the castle with its outward and visible signs of excessive wealth, and the cottage or crowded tenement, with their want and hardship.

The growth of every city presents a study, whose importance cannot be overestimated. A little over a hundred years ago the land on which Toronto is situated was divided freely among a few families. From that time, because of the growth of population and public expenditures, the value of the land has grown from nothing till to-day it is assessed at nearly $300,000,000. As the assessment is made at about 60 per cent of the market value, the whole site of 32 square miles is worth about $500,000,000. The highest priced site sold at a rate of about $6,500,000 per acre, equivalent to a rental of nearly a quarter of a million dollars per acre, yearly.

This value has been treated as if it were a manufactured article earned by the owner of the site. Consequently the owners of the valuable sites have become enormously wealthy, not because they produced great wealth, but because by law they were allowed to charge their fellows for the opportunity to occupy the face of the earth. Hence as population increased, while one part of society was lifted to great fortune the other part was crushed down beneath an increased

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

obligation. Thus the toilers are depressed by a debt which grows and grows, dooming industry to an endless and inevitable poverty. Where the owners of the best sites could at one time charge only a trifle for the occupation of the land, to-day they can impose for the occupation of an acre, as much rent in one year, as the average worker could earn only in a hundred years or more. If the same conditions continue for another hundred years, the result will be such that the men who do nothing, will get almost everything and the men who produce everything, will receive almost nothing.

As to the present unjust method of raising taxes we ask your attention to the following figures:-

Taxation is imposed in such a way that a large margin of land value is left to be appropriated by speculators and collectors of ground rent. With a population of 8,000,000 and a land value of $625 per head, the total value for the Dominion amounts to about 5,000,000,000, on which a rental of four per cent would amount to $200,000,000 yearly.

The import duties for 1914 amounted to $104,691,238. To this the wholesalers added 20 per cent. and the retailers 30 per cent. amounting in all to $52,345,619.

In the same year the goods manufactured in the country amounted approximately to $1,500,000,000. The average duties on imports that year, amounted to 26 per cent . It is safe, therefore, to assume that the home manufacturers added 20 per cent. to their prices, which would amount to $300,000,000. On this amount the wholesalers and retailers would add 50 per cent. equal to $150,000,000.

The total taxation for 1914 was as follows:-

Dominion expenditure, less Provincial subsidies.....	$ 174,960,579
Provincial "	55,693,479
Municipal " (estimated)	80,000,000
Total.....	$ 310,654.058

Collateral Taxation:-

Land Value, Yearly.....	$200,000,000
Added to duties by merchants.....	52,345,619
Added by manufacturers on home-made goods	300,000,000
Added by merchants on home-made goods....	150,000,000
Total collateral.....	$ 702,345,619
Grand Total.....	$1,012,999,677

According to this estimate, instead of the taxation being a little over $300,000,000 it actually amounts to more than three times that figure. While the tax was nearly $311,000,000, the tribute was upwards of $700,000,000. This was more than sufficient to pay off, twice over, the national debt, which at the end of March 1914, amounted to $336,000,000.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

While the taxation reported in the government returns amounted to $1,000,000 for every working day in the year, the collateral burden amounted to nearly $2,000,000 per day for the whole year.

Just as surely as we place our taxation on the products of industry, so as to allow one part of the community to charge the other part for living on the planet, and for living in civilized society, just so surely we split society in twain, the one part gets wealth without work, while the other part must bear all the burden of supporting society, and then receive but a fraction of what it produces.

During the last forty years we have been developing an empire. Every town site has been used as an agency for the wildest speculation to get an endless lien on the products of industry. This has led to the creation of great debts, and every ten years has brought its break-down with an epidemic of bankruptcies.

We are now face to face with the most important crisis in the history of this country. Our war expenditure demands possibly $200,000,000 yearly. The total debt at the conclusion of the war may be $1,000,000,000 with a yearly interest charge of $50,000,000. Add to that an immense pension fund, and our burden will be so great, that if we continue our present method of triple taxation, and our high cost of living, there is every possibility that we may drive much of our population, as we have done in the past, to the United States.

Does not every consideration of equity, wisdom and prudence, call on us to avoid as quickly as possible, the taxation of the products of industry, and the concentration of the taxes on those values which are due, not to the effort of industry, but to the presence of population and to public expenditure?

Yours respectfully,

D Thompson

Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, November 1, 1916.

Mr. S. Thompson,
Secretary, Single Tax Association of Ontario,
33 Richmond Street West,
Toronto.

Dear Sir:

In the absence of Mr. Mackenzie King, I beg to acknowledge your communication of the 25th ultimo. It will probably be a fortnight before Mr. King returns to the city, but I shall place your letter before him at the first opportunity.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30571

Woodhaven
Brompton Ville

My dear Mr. Mackenzie King:-

It was very kind of you to write me as you did and I am glad to be able to tell you that my own health is now quite restored. I am sorry that you were not able to see me when you were here a few days ago but I trust that you will be able to do so when you next come to Toronto.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Wednesday.

Dear Mackenzie King,

I have just received your letter and I am very glad to know that you are getting on so well. I hope you will be able to come back to Ottawa soon and I am sure many friends will be glad to see you

30573

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Mr William J Moran
Statistician
Dr Frederick L Hoffman
Director
Dr William H Tolman

January twenty-sixth
Nineteen sixteen

Dear Mr King

It will give us sincere pleasure if we may welcome you as our guest at the Annual Dinner Meeting of The American Museum of Safety, to be held at the Waldorf-Astoria, Thursday, February the third, at seven o'clock p m

Looking forward to the pleasure of welcoming you then

Very truly yours

W H Tolman

Director

Mr McKenzie W King
26 Broadway
City

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30574

The Annual Dinner *of* The American Museum of Safety
will be held at the Waldorf-Astoria
Thursday evening, February third, Nineteen-sixteen
at seven o'clock

The subscription to the Dinner to which ladies are cordially invited will be $6.00 *each*

Addresses by

Mr William Armstrong Fairburn Mr Wilbur C Fisk Mr Elmer A Sperry

The Scientific American, The Travelers' Insurance, Dr Louis Livingston Seaman, The E H Harriman, and The Anthony N Brady Gold Medals of The American Museum of Safety will be awarded on this occasion

Dinner Committee

Dr George F Kunz, *Chairman* Mr Wilbur C Fisk, *Vice-Chairman*
Mr Hiram A Bliss Mr Louis B Gawtry Hon George B Cortelyou
Hon Elbert H Gary Dr William H Tolman

Please send reply to the Museum, 18 West Twenty-fourth Street, New York City

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30575

Ottawa, January 28, 1916.

Dr. William H. Tolman,
Director, The American Museum of Safety,
14-18 West 24th Street,
New York.

Dear Dr. Tolman:

I regret that engagements I have in the early part of the month of February will prevent me from accepting the invitation you have so kindly extended on behalf of the American Museum of Safety to be a guest at the Annual Dinner Meeting on the 3rd of that month.

While regretting my inability to be present, I much appreciate the kind words of your letter of the 26th instant just received.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30576

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CANADA

April 13,1916.

Hon. W. L.Mackenzie King,

Roxborough Apartments,

Ottawa.

Dear Sir:

We recently telegraphed you in regard to a group photograph in which was included a picture of the late Dr. J.G. Harper, Carbondale, Pa. Mrs.Harper is very anxious to have us endeavor to secure a copy from this photograph and if you have been successful in locating the copy which you were of the opinion you possessed we shall indeed be very much obliged for the loan of the same for a short time.

Thanking you for the courtesy we remain

Yours truly,

THE TOPLEY COMPANY.

JOJ/LS

Photo returned
May 2 - 1916.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30577

7 Grays Inn Residences
Clerkenwell Road
London E.C.
Feb 17. 1916

My dear Mr. Mackenzie King
I have been much interested
in the account of your
work among the miners.
This splendid that has
produced such good results
I always felt it was a
pity you should not be
doing this kind of work
as you have such a great
gift for it & were so

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

successful as Minister of Labour. I hope you are all the better for your holiday. Was delightful to get your dear letter & to find him active in spite of his loss of sight. Thank you so much for your beautiful letter about your dear Sister & for your Xmas greetings. It is cheering to feel Spring is coming with more sunlight & flowers. The beauty is a real help & comfort in these sad times. I hope to write to you & Father soon but Yet very little time for letters. I don't forget my friends. I am having my evening gatherings with discussions & they have been specially interesting. With all good wishes. I am yours very sincerely, Gertrude Toynbee

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30579

Ottawa, March 12, 1916.

Miss Gertrude Toynbee,
7 Greys Inn Residences,
Clerkenwell Road,
London,E.C., England.

Dear Miss Toynbee:

It was a pleasure to receive your letter a day or two ago. I share with you your delight in the approach of spring, and the healing to the mind that the first discovery of beauty brings. Between winter and the war there has been too much of desolation. I keep wondering if out of it all there may not yet dawn upon the consciousness of men that this world is not a world of matter and hard force, but a world of life and spirit, that God is in his world despite appearances and will reveal Himself as present just as spring reveals the life that winter seeks to conceal. Some such belief enables me to look beyond this period of terrible strife and anguish to the resurrection of the life of the spirit and a happier era for the world.

Is not our whole life, or rather the happiness of our lives bound up with the necessity of some such faith? a faith sufficiently strong to support belief in the continued existence of those we have loved and who have passed beyond the grave, a b lief that spiritual power shall yet triumph over human weakness in our own lives, and that in this world peace

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

shall be more enduring than war.

I am glad you keep well. My father despite his blindness is well and happy, and my mother too is better than she was. As you know I have had interesting work, and have the joy of feeling that in this time of the world's sorrow my life has helped towards the elimination of some of its bitterness.

With all good wishes,

Ever sincerely yours,

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30581

10 Norham Gardens Oxford.
May 24. 1916

My dear W Mackenzie King,
I enclose some papers about
M Farley who is about to visit
Canada & the States & whom
I wish to introduce you. If you
have an opportunity of putting
him in the way of getting social
or educational work I should
be grateful. He is a man
of great ability & would be
sure to do valuable work.
Of course I know that you may
not find it possible to do this
but I thought you would not
mind my introducing him to
you. Thank you so much for
your beautiful letter which

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hoped to answer before but I have
been very busy as usual & often
very tired & so letters have to be
neglected. I heartily congratulate
you on that valuable piece of
work for the miners. I am so glad
your father is able to continue
his activities in spite of his hindrance
& that he keeps cheerful. It seems
wonderful that this should be possible
but the blind are so often happy
& content. I suppose they find
some compensations in the greater
intensity of their inner life when
the outer is closed to them in great
measure. I came here on Monday
quite tired out & it is delightful
to rest out of doors this glorious
May weather. The beauty is
wonderful now with the new
foliage & all the blossoms & the
dear quiet only broken by the
songs of the birds is very heavenly

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I return home on June 5.
My evening lectures have been
very successful this season. My
nephew Arnold J. Toynbee read
a Paper on Naumann's Central
Europe at the one on May 3.
which was much appreciated
We had most able & fascinating
lectures on William Morris
& G. F. Watts. By William Fagg
the lecturer at the Tate Gallery
I go on visits to my Turner copying
every week as I am not strong
enough to do war work.
I have been rereading my favourite
Poets. Wordsworth Keats Shelley
Coleridge Milton Chaucer & Henry
Vaughan their glorious beauty
uplifts & calms one in this
terrible time. Hope you keep
well in spite of your hard work.
Perhaps your Father might like
to hear this letter in case I don't

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30584

Let me written to him. I was so sorry had to let the long one from him telling of his work & of his having so much reading aloud. Please give him my kindest remembrances

Yours very sincerely
Gertrude Toynbee

W. L. Mackenzie King Papers
Volume 34

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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30587

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Edited and Revised by L. CECIL JANE, with an Appendix bringing the history up to date by R. P. FARLEY, B.A. Six maps in colour and one in black and white are also included.

Mr. Jane, without interfering with the Author's text, has revised the data carefully by adding critical notes at the end of the sections, and has revised the lists of authorities. In a preface he sums up the value of this great history. Mr. Farley's appendix of some 40 pages brings the history up to date, and deals especially with the advance in social policy and life and the great events in the development of the English people during the nineteenth century.

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Manchester College,
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COPY.

"I am glad to bear witness to the qualifications of Mr. R. P. Farley, B.A., whom I have known intimately since he first came to Oxford fourteen years ago. He is a graduate of Trinity College, Dublin, and before joining this College had served for three years as Senior Assistant Master in a Secondary School of very high standing in Ireland. After 3 years' study here he passed 4 years in work in South Lancashire, mostly among the glass workers of St. Helens, where he gained large practical experience among the labouring classes. This was further increased by seven years as Head of the People's Hall, Bell St, Edgware Road, London, as well as by frequent journeys abroad for the study of educational and other social experiments in several continental countries.

The quarterly surveys of social progress which for some time past he has contributed to each number of the Hibbert Journal, have shown his careful observation and power of judgment.

Mr. Farley's university career gave him a good general culture, classical and philosophical. He has been brought into the closest contact with the needs - economic and educational - of the labouring section of society. In organisation he has proved himself skilful and patient and he has had exceptional opportunities of acquainting himself with the most interesting recent developments of educational work in France, Germany, Switzerland, Belgium, Holland, and Denmark.

He is a man of the highest integrity and has always proved a considerate colleague.

(Signed) J. Estlin Carpenter, D. Litt.,
Principal.

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Copy.

Canon's House,
Hereford.

"I should like to recommend and support in the strongest possible way the candidature of Mr. R. P. Farley for the post for which he is now applying. I have known him for many years and there are few men in my opinion at all likely to apply for such a position who can have a tithe of his qualifications. He is a scholar, a man of wide knowledge and interests, a student of educational problems not only in this country but on the Continent, and not only through books and authoritative reports but as a keen and judicial observer of Continental systems and of their working as compared with our own. He has also established a reputation for excellent organising capacity. In addition to all this his knowledge of the life of the London working classes, gained through long experience in his social work, would certainly be of the very greatest advantage to him".

(Signed) A. L. Lilley,

(Canon-Residentiary of Hereford & Archdeacon of Ludlow).

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based largely on personal observation

DUNKIN LECTURES IN SOCIOLOGY.

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Michaelmas Term, 1914.

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By - R. P. FARLEY, B.A.

Lecture 1. Oct. 12. SWITZERLAND.

Unemployment and means of dealing with it. International Association for Labour Legislation. Educational experiments. Voluntary social effort.

Lecture 2. Oct. 19. BELGIUM.

Agricultural and industrial conditions. Agricultural societies and credit banks. Housing. Voluntary charitable agencies.

Lecture 3. Oct. 26. HOLLAND.

Growth of modern Holland. Education for farmer and labourer. State instructors and institutes. The new Dutch Poor Law. Voluntary philanthropy.

Lecture 4. Nov. 2. DENMARK.

Agricultural Co-operation. Rural Education. Means of Transit. People's High Schools.

Lecture 5. Nov. 9. FRANCE, (a).

Educational Experiments. Trade Schools. Rural Education.

Lecture 6. Nov.16. FRANCE, (b).

Co-partnership and Profit-sharing. Voluntary social agencies.

Lecture 7. Nov.23. GERMANY,(a).

Social Legislation since 1870. Municipal activity. Education.

Lecture 8. Nov.30. GERMANY,(b).

Growth of towns. Special examples, e.g., Cologne, Düsseldorf, Freiburg, Munich, etc., Voluntary agencies.

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COPY.

(Extract from the 1914 Report of the People's Hall, 46, Bell Street, Edgware Road, N.W.).

"The Committee have to report that Mr. R. P. Farley "has resigned his position at Bell Street in order "to devote himself more entirely to the study of "social problems. He has been Head of the People's "Hall for nearly seven years. He has been a hard "worker and an earnest student. The Committee "were glad to have in their service a man of his "intellectual ability and wide knowledge. They "desire to thank both Mr. & Mrs Farley for the "work that they have done, and they cordially "wish Mr. Farley much success in the new sphere "of labour to which he goes. The Committee look "forward to his career with cordial good wishes".

W. L. Mackenzie King Papers

Volume 34

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COPY.

Mr. R. P. Farley, B.A., a resident in the Suburb, had the distinction of assisting the British Consul in Berne in the organisation of the return of stranded British tourists in Switzerland. On his recent return he had under his care the safe convoy of 975 British subjects. Owing to the careful organisation of the central committee in Berne, and the capable management of Mr. Farley, the whole of this contingent of British subjects made a safe journey through Switzerland and France arriving safely in London on Sunday, August 30th.

Mr. Farley received the thanks of the whole party for his self-sacrificing attention through their trying journey.

(Hampstead Garden Suburb Record, Oct. 1914).

W. L. Mackenzie King Papers

Volume 34

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MANCHESTER COLLEGE, OXFORD.

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2. SWITZERLAND. - Educational ideas in Switzerland. Technical education in general. Training Workshops at Berne, Zurich, and Brienz. System of examination for apprentices.
3. SWITZERLAND. - Voluntary Social Effort. Homes for aged poor. Shelters for Homeless. Children's holiday Colonies. Methods of dealing with drink traffic. League for protection of Nature and Preservation of Picturesque Switzerland (Naturschutz and Heimatschutz).
4. BELGIUM. General characteristics. Land tenure. Agricultural and Industrial conditions. Proportion of Industrial and Agricultural workers. Woods and forests. Market Gardening.
5. BELGIUM. - Afforestation. Means of Transport. Agricultural education. Agricultural Societies and Credit Banks. Co-operative Societies. Housing.
6. BELGIUM. - Institut Solvay. Industrial betterment. Private Charity. Commissions des Hospices. Bureaux de Bienfaisance.
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9. HOLLAND. - The position of the artisan and labourer. Industrial Insurance. The new Dutch Poor Law. A Society for Social Welfare. Voluntary Philanthropy.
10. DENMARK. - National Characteristics. Farming and Industry. Recent Social Legislation.
11. DENMARK. - Farming. Agricultural Co-operation. Means of Transit.
12. DENMARK. - People's High Schools. Agricultural Schools. Dairy Schools. Experiment Stations.

The Lectures will be followed by a discussion, in which it is hoped all Students will take part.

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Volume 34

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at 8. 15. sharp by - R. P. FARLEY, B.A.

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"	26.	do. do. do.
Feby	2.	Germany. The Development of Industry and Agriculture since 1870.
"	9.	do. do. do.
"	16.	Germany. Municipal Development.
"	23.	Russia, agricultural, industrial, municipal.
March	2.	Belgium (
"	9.	France) Social Work,
"	16.	Germany (Philanthropy,
"	23.	") Charity.
"	30.	Russia (

The Lectures will be followed by discussion, in which it is hoped as many students as possible will take part.

Full information about the class or about the work or the branch may be obtained from the Hon. Sec., Miss Collie, 72, Pellatt Grove, Wood Green, N.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30597

12 Bigwood Road,
Golders Green.

Private

May 12 N. W.

Dear Miss Togabee.

It will probably be best to send on to Mr Mackenzie King the set of papers which you have, but in addition to what may be gleaned from them, the following points might interest him in view of the fact that I should be willing to take up work in Canada if there were any opening in the Department of Labour, one of the State Education Departments, or at some form of social work. Of course, I have been accustomed to lecture to all sorts of audiences ever since I left Oxford, and if there were a lectureship going in sociology it would suit me very well. I should be glad, however, if for the present you would treat as confidential the idea that I should like to settle in Canada. I have only told that to H. Burroughes and one or two other intimate friends. Otherwise I have simply mentioned the fact that I was going to lecture in Canada and the States.

The following points might be well to mention

(1) While at Oxford I went in vacations to Toynbee Hall and other Settlements and took up social work immediately after going down in 1903. At this I remained until May 1914. I had 4 years work in St Helens (Lancs) one of the worst towns in England from the industrial point of view, and 6½ in one of the worst slums in London in the same place where Kirkman Gray was.

(2) During all this time I kept up systematic study of economic and social questions

(3) Since 1899 I went every year on a long ~~holiday~~ visit to the Continent to study, educational and social conditions and developments on the spot. In this way I explored all the large towns in Holland, Belgium, and Switzerland; all with a few exceptions in Germany and many in France. These visits were all the more fruitful as I read, write, and speak French and German easily.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

4) From 1912 to 1914 I was Editor of "Progress". the quarterly journal of the British Institute of Social Service and the British counterpart of the American paper for social workers "The Survey". For several years I have contributed the "social survey" to each number of the Hibbert journal. ~~I have~~ From these two sources I have been kept in touch with social thinking and social work all over the world. I have also contributed many reviews to the Athenaeum and other journals of standing.

5). For the last 16 years I have been connected with all sorts of working class organisations, so that if I do not, I ought to understand the working class point of view.

If you would be good enough to write to me King embodying these points, I could write to him later myself when I get to Canada. I expect to go in about 5 or 6 weeks time. Could you let me have his permanent Canadian address?

With many thanks for your kindness.

Sincerely yours.

R. P. Farley

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30599

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291 Broadway

TREASURER:
F. C. EARLE
291 Broadway

New York, August 30, 1916.

My dear Mr. King.

It was a pleasure to extend you sometime ago, invitation to Address the Traffic Club of New York, which could not be accepted owing to conditions then obtaining, but on which, at personal interview, which is yet very kindly remembered, you were good enough to say that possibly you would be able to accept a later invitation, at which the matter stood.

It is now our wish to again extend you a very cordial invitation to be our Honor Guest, and Address the Club at the opening meeting of the ensuing season, Tuesday evening, September 26th., at the Waldorf Astoria, New York.

As you know, the Traffic Club of New York is the strongest Organization of its kind in America,- never in better shape than today,- having a membership of over twelve hundred, comprising leading Representatives from every Industrial and Transportation Interest in the Metropolitan District.

Its meetings are matters of moment, and we have been Addressed by leaders in thought and action.

The Club stands for safe and sane business Administration,- has nothing to do with politics,- being an Organization of business men for the purpose above indicated.

With this in mind,- and under the peculiarly important conditions obtaining today in connection with Transportation matters,- possible Railroad conflict,- it would be particularly appreciated if you could see your way clear to accept this invitation, Addressing our Club that evening on any subject you see fit, while, if you cared to embrace the important Railroad Industrial problem, than whom no one is more familiar than yourself, and perhaps no one as responsible for its successful Administration in Canada as yourself, it would be specially pleasing at this time.

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Volume 34

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30600

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C. A. SWOPE, E. F. A.
Louisville & Nashville R. R.
291 Broadway

TREASURER:
F. C. EARLE
291 Broadway

New York,

#2.

Needless to say you will be the Guest of the Club from the time of your departure from Ottawa, until your return thereto, while our Committee is ready to make every arrangement in its power for your comfort and convenience throughout.

It will be a privilege to call upon you in the City, if you expect to be here in near future, though we hope to hear from you as soon as convenient, trusting most sincerely that you may be able to accept this invitation, the first wish of our entire Club.

As you may know, the meetings are informal, convening about 8-15, and after a short business program of a very few moments, the Address of the evening is reached.

We will have an attendance of between eight hundred and one thousand business men, ready to give you a very royal welcome that evening.

With personal regards,

Believe me,

Very truly yours,

CHAIRMAN.

To

Hon. W. L. Mackenzie King,

The Roxborough,

Ottawa, Canada.

OME-R

W. L. Mackenzie King Papers

Volume 34

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30601



ANGUS GORDON, Resident Manager

CABLE ADDRESS "TRUNKCHAT"

Chateau Laurier

OTTAWA, CANADA.

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* THE QU'APPELLE, REGINA, SASK. * THE PRINCE RUPERT, PRINCE RUPERT, B.C.
* UNDER CONSTRUCTION.

October 12th, 1916.

My dear Mr. King;-

Through your Secretary, Mr. McGregor, - whose kindly courtesy I very much appreciate, - you will learn of the purpose of our visit today. Rather than write you it was our plan to call personally, coming up from New York for that one purpose, - also to express both our appreciation, and our sympathy for your kindly note, and the information therein, from Toronto.

As today advised, Major General Goethals, of the Panama Canal, and now Chairman of the Commission recently appointed by President Wilson to look into the entire question of railroad operation, is to address the Traffic Club of New York Tuesday evening, October 31st, at the Waldorf-Astoria.

It would be peculiarly fitting if you could be with us at the same time, as we realize that both countries would then have their ablest exponents of certain problems now before the public at this meeting, and in honoring the Club, it would in turn honor its speakers with the welcome that will be extended that evening.

If unable to be with us then, invitation most cordially includes the annual dinner of February 11th, at the Waldorf.

You are already familiar with the Club, its work, membership, and personnel, - which together with the information that

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. McGregor will give you, sets forth all that we could say at this time.

It will be a pleasure to hear from you as early as your convenience allows and, needless to say, on either occasion, you are to be the very welcome guest of the Club from your departure at Ottawa until you return thereto.

With personal best wishes, believe me

Very truly yours,

J. M. Ellsworth

To

Hon. W. L. Mackenzie-King,

Ottawa,

Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30603

Ottawa, October 14, 1916.

Mr. O. M. Ellsworth,
The Traffic Club of New York,
233 Broadway,
New York.

Dear Mr. Ellsworth:

I was very sorry to find, on returning to Ottawa yesterday, that you had been here the day before and that I had missed the pleasure of seeing you again. I appreciate very much your own kindness and the courtesy of the Traffic Club in your coming to Ottawa to renew the invitation the Club has so kindly extended to me to address one of its meetings, either the meeting on Tuesday evening, October 31st, at the Waldorf-Astoria, or the meeting of February 11th, on the occasion of the Club's Annual Dinner.

It may sound like taking myself too seriously, but it really is impossible for me to consider an acceptance of the invitation for either of the dates you mention. The one for this month is wholly out of the question, as I am overwhelmed with obligations I had not anticipated. As for February, I may be overseas when that time comes, and in any event I do not feel that I will be justified in accepting the invitation so far ahead. Until I have completed a book on which I am at present engaged, I must decline all invitations

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

to speak. Were I to make any exception to this rule, it would surely be in the case of the Traffic Club, in view of the exceedingly complimentary manner in which its invitations have been extended; but my knowledge of the work I have in hand prompts me to consider no alternative, and I therefore feel most reluctantly obliged to send this as the only possible reply.

I shall be grateful if you will convey to the Executive of the Club my deep appreciation of their kindness, and please accept also my personal thanks for your own generous part in personally conveying the invitation.

With kindest regards, and good wishes, Believe me,

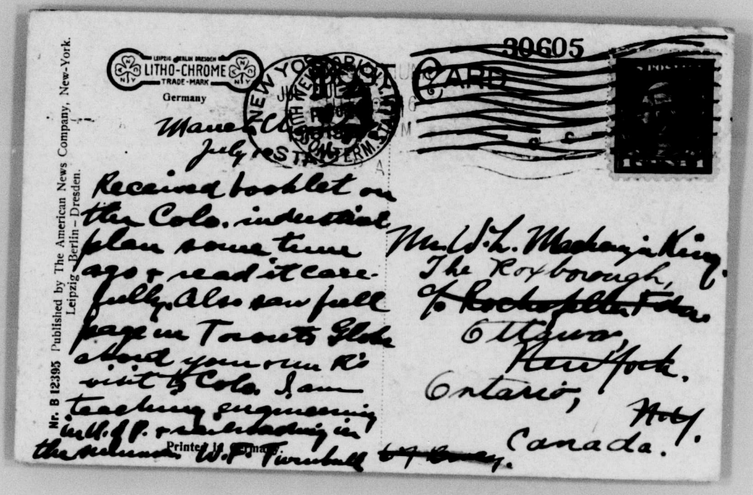
Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA



W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA



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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30606

Chamber of Commerce
of the
United States of America
Rigg's Building
Washington, D.C.

November 2, 1916.

Mr. Mackenzie King,
C/o Rockefeller Foundation,
61 Broadway,
New York, N. Y.

Dear Sir:

The Chamber of Commerce of the United States purposes having a convention of its National Councillors, consisting of one from each of its organization members, at the Willard Hotel in Washington on the 17th and 18th of November, to consider the railroad problems which are confronting the country. These problems have been divided into two sections, the first relating to the prevention of strikes, and the second to the public regulation of railroads.

There have been four suggestions made for the prevention of strikes, one of the most prominent of which is the Canadian act with which I understand you to be familiar. Would it be possible for you to make an address to this convention on the 17th on the subject of that act, and the advisability of its adoption by this country ?

We are anxious to take a referendum on the subject of the prevention of strikes the latter part of the year, and at this convention we want a full and free discussion of the methods which have been suggested in order that the points in their favor or against them may be incorporated in the referendum pamphlet.

Trusting that you may be able to favor us, I remain,

Very truly yours,

R. S. Rhett

M President.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30607

Ottawa, November 6, 1916.

Mr. R. C. ~~R. Lett,~~ Rhett
President, Chamber of Commerce of the United States,
Riggs Building,
Washington, D. C.

Dear Sir:

Your letter of the 2nd instant addressed to Mr. Mackenzie King at New York has been received here in Mr. King's absence from the city. As it will probably be a week before Mr. King's return, I send this acknowledgment, which will explain the cause of the delay you will experience in receiving a reply. I shall place your letter before Mr. King immediately on his return.

In the meantime, I shall endeavour to communicate with Mr. King regarding the invitation which your letter extends. It is just possible that he may have opportunity to address you personally before returning to the city.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Extract from Mr. King's reply to Mr. R. G. Rhett,
dated from Atlantic City, November 13, 1916

After mentioning the circumstance of detention at the hospital as accounting for the delay in acknowledging Mr. Rhett's letter, the communication was as follows:

I should very much like to comply with the invitation extended by your letter, but to be perfectly frank it has seemed to me that because of my present association with the Rockefeller Foundation, it would be unwise, both in the interests of the Foundation and of possible legislation based on the Canadian Act, for me to be an advocate of the latter measure at the present time in this country. The question has become one of party politics, or at any rate of industrial politics, and I should hesitate to take any step which might lead to a possible misunderstanding on the part of those who for any reason may be opposed to the Canadian legislation. You will sympathize, I am sure, with my point of view, and in the interests of the legislation itself see the wisdom of it.

Mr. Victor Clarke of the Carnegie Institute at Washington, and recently of the United States Department of Labor, has written one or two articles on the Canadian Act and is as familiar as anyone I know with its provisions and workings. It is just possible Mr. Clark would be able and willing to give the address ~~which~~ to the Committee on the 17th instant which you are desirous of having.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

But for the reason I have mentioned, it would have been an unqualified pleasure to me to have complied with your wishes, and I should like to thank you for inviting me to address the Convention.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30610 13.1

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WASHINGTON, D. C.

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THOMAS B. STEARNS, DENVER, COLO.

November 24, 1916.

Mr. Mackenzie King,
C/o Rockefeller Foundation,
61 Broadway,
New York, N. Y.

My dear Mr. King:

Am just in receipt of yours of the 13th instant, and beg to express my deep appreciation for your letter and also for suggesting Mr. Clarke whose services we secured. Of course it was a matter of great regret that we could not have you, but we appreciate the reason for your being unable to help us.

Very truly yours,

R. G. Rhett

RGR/M

President.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30611

Ottawa, March 23, 1916.

The Superintendent of Documents,
Government Printing Office,
Washington, D. C.

Dear Sir:

Would you be kind enough to send to Mr. W. L. Mackenzie King at the above address five copies of the report of the Colorado Coal Commission which was recently presented by the President to the House of Representatives and the Senate.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30612

NHS-IML

OFFICE OF
SUPERINTENDENT OF DOCUMENTS
WASHINGTON

March 30, 1916.

Dear Sir:

Referring to your letter of March 23d:

We can furnish Report of the Colorado strike investigation made under H.R. 387, 63-3, March 2, 1915 (63-3,H.Doc. 1630), for 5¢ per copy.

We can also furnish Report on labor disturbances in Colorado from 1880 to 1904, with correspondence relating thereto (58-3, S. Doc. 122), 30¢ per copy.

Very respectfully,

Josiah H. Brinker

Superintendent.

Mr. F. O. McGregor,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, April 1, 1916.

The Superintendent of Documents,
Government Printing Office,
Washington, D. C.

Dear Sir:

I enclose herewith Canadian Postal Note for 80 cents, and should be obliged if you would supply therefor, in accordance with your letter of the 30th ultimo, the following:

10 copies of the Report of the Colorado Strike Investigation, H. Doc. 1630, provided this is the report of the Low Commission.

1 copy of the Report on Labor Disturbances in Colorado from 1880 to 1904, with correspondence relating thereto (58-3, S. Doc. 122).

Yours very truly,

F. A. McGREGOR

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, October 18, 1916.

Mr. Jesse W. Lilienthal,
President, United Railroads of San Francisco,
58 Sutter Street,
San Francisco, California.

Dear Sir:

Mr. Mackenzie King has directed me to say that he would be grateful if your office could supply him with a copy of the Special Picnic Number of the United Railroads Magazine issued in October, 1915, and a copy of the Constitution and By-Laws of the Social and Athletic Club connected with your organization.

Yours very truly,

F. A. McGREGOR

Private Secretary.

Correspondence with Mr. Rockefeller
returned to Mr. Heyd. October 18, 1916.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30615

UNITED RAILROADS OF SAN FRANCISCO

58 SUTTER STREET

PRESIDENT'S OFFICE

SAN FRANCISCO, October 24, 1916.

Mr. F. A. McGregor,

Private Secretary,
The Rockefeller Foundation,

Ottawa, Canada.

Dear Sir:-

I have your favor of the 18th and am very glad to send you, as requested, copy of our Special Picnic Number and of the constitution and by-laws of the United Railroads Social and Recreation Club.

Yours very truly,

President.

JWL/AC

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30616

The

United Railroads Magazine



Special Picnic Number

Vol. IV OCTOBER, 1916 No. 7

Published Monthly at San Francisco for Distribution Among the Employees of
THE UNITED RAILROADS OF SAN FRANCISCO

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30617

The United Railroads Magazine
A magazine published monthly in the interests of the employees of The United Railroads of San Francisco.
All contributions should be addressed to Room 644, 58 Sutter Street, or handed in at the car barns.

Vol. 4 *October, 1916* *No. 7*

Editorial

In accordance with the statement that I have so often made to the effect that we are all working together for a common purpose and must stand or fall together, I am glad at this opportunity to tell you something about the proposed reorganization of the Company.

In the first place, the capital and debts of the Company are being reduced from nearly $92,000,000 to about $47,000,000. The holders of the Company's four per cent bonds are being asked to surrender these bonds and accept in place of them 25 per cent of the amount due them in bonds and 46 per cent of such amount in stock, thus sacrificing at least 29 per cent of the par of their holdings. The holders of the Company's notes are asked to surrender these and accept stock in their place.

If the plan is accepted by the stockholders, as I am sure that it will be, their generosity and their willingness to incur sacrifices will appear to be all the greater when it is remembered that, instead of drawing money out of the system, as our enemies have insinuated, they have, on the contrary, during the past ten years, provided the Company with $8,000,000 in cash, of which $5,000,000 was provided immediately after the earthquake and fire of April, 1906, to permit of the reconstruction of the road. And you will all realize in what a pitiful condition this city would have been without transportation facilities, as would have been the case if this assistance had not been rendered.

In addition, the stockholders have offered to lend an additional $5,200,000 now to take care of the underlying bonds —namely, $1,800,000 of Market Street Cable Company bonds, $400,000 of Ferries & Cliff House bonds, $2,000,000 of Omnibus Cable bonds, and $1,000,000 of Sutter Street Railway bonds.

None of us in the organization are responsible for the conditions that have made these great sacrifices necessary. The competition of the municipal lines and of the jitneys, constantly increasing taxes, and the high cost of materials are responsible, but it is the part of courage and honesty to look a situation squarely in the face and meet it. I want to make the sacrifices to our creditors as small as possible, but I deem it a paramount duty to apply the knife when it is needed, so that the Company may be placed on a sound financial basis, where it cannot be attacked for sinister purposes, where it can perform its whole duty to the public and where it can do full justice to its employees. It is with these objects in view that I am throwing my whole heart into carrying out this reorganization, and, if we succeed, the lives and tasks of all of us connected with the Company should be made pleasanter and lighter.

JESSE W. LILIENTHAL,
President.

September 27, 1916.

IN THANKS.

Too much cannot be said in thanks of those who worked so diligently and unselfishly for the success of the Picnic. To the Special Picnic Committee of the United Railroads Employees Social and Recreation Club we are especially grateful, for it was on their shoulders that the greater part of the work fell. To the ladies who served on the various committees we are doubly appreciative, both in the results of their efforts and the graciousness that their presence lent to the affair. Mr. Behrens is always interested and generous with his gifts, and to those who were so kind as to donate gate prizes and to those who took space in the program we can only say that it is our regret not to be able to make individual mention of your kindness. And as for the Club itself, we can say that this second Picnic establishes the event as an annual affair, both to look back on with pleasure, and to look forward to with eager expectancy.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30618

OUR SECOND PICNIC



The picnic was a success in every way. The weather could not have been better, the crowd happier or more orderly, or the management more efficient. The spirit of good fun was in the air, and if anyone of the five thousand visitors did not have a good time it was their own fault. With the experience gained by our first effort constantly before us, all arrangements had been perfected. More and better music, more and better concessions. The prizes were paid for by the club so that each was appropriate for the event. And it was a great sight to see the "kiddies" swinging or playing or riding on the merry-go-round; they certainly seemed to be enjoying themselves. There were just twice as many babies left to the care of the nurses this year as there were last.

It is almost impossible to give exact figures on the Picnic at this early date, but that the attendance is close to five thousand, with about an equal number on the first two days, is certain. Secretary Linforth estimates the income at $3,000, with the expenses at $2,500, so that a profit of approximately $500 is assured the Club treasury.

President and Mrs. Lilienthal came out to the grounds on Saturday, and for about an hour sat and watched the athletic games. Later they strolled about, and both expressed themselves as being very pleased with the orderly manner in which the crowd was having such good fun. General Manager von Phul was an interested spectator at the tug-of-war the first days, but regretfully left for the East on Saturday.

The concessions were all well patronized; the addition of the merry-go-round and "Dixon the Dusky Dodger" adding materially to the fun of the others.

THE TUG-OF-WAR.

As each day drew toward its happy close the one thought uppermost in the minds of the great crowd was the tug-of-war contests. The announcement that the pull was about to begin brought spectators from all sections of the grounds. And it was a wonderful pull on the last day. The sting of last year's defeat spurred on the team of the engineering department, and theirs was the victory. But it was a victory after the hardest kind of work, and after the most faithful training. After the preliminaries had been pulled off at the German House, the results showed that the four remaining teams for the finals were Sutro, Engineers, Linemen and Oak & Broderick, with Sutro ranking in first place.

On Thursday, two pulls had been scheduled, Sutro vs. Engineers, and Linemen vs. Oak & Broderick; the former pair taking the cleats first. Sutro took the tape at the firing of the gun, and slowly but surely it traveled back to the four inch mark. Here it held, despite the strong, steady pulling of the Engineers. As the fifteen minute mark passed and the tape still remained stationary, the delegation from the Sutro barn went wild. Seventeen minutes passed, and with but three minutes to go, the captain of the Engineers gave the signal to pull. With the platform boys trying to hold what they had gained, and their opponents trying to pull it back, the greatest contest of the picnic took place. Slowly but surely the little black line moved toward center, held there for a moment, and then over the other side until it reached the inch and a half mark, where it was caught when the gun was fired.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Then the Linemen and Oak and Broderick took the boards. The tape remained at dead center for the greater part of the contest, and at no time did it travel more than an inch either way. It was anybody's contest, and amidst the greatest excitement the gun for the end was fired. The judges awarded the decision to the Line Department by one half an inch.

This left the Engineers and the Linemen to contest for the cup on the final day, and the two platform teams to struggle for third place on the next day. On Friday, however, it was discovered that the anchorman from Sutro had hurt himself in the contest of the day before, and not having any one to take his place from that division, it was decided to forfeit the contest to Oak and Broderick. However, in order not to disappoint the crowd that had gathered to witness the struggle, the anchorman from the McAllister team volunteered to substitute. Oak and Broderick won in seven minutes.

Seats were at a premium for the final pull. Early in the afternoon the crowds began to file into the grandstand, and to line the roped arena. As each team made its appearance it was greeted with wild cheers. The necessary adjustment of the rope, the rosining of the hands and cleats, the "Are you ready, captains?" of the referee, the report of the pistol, and the pull was on. The Engineers by strong, steady pulling, took the rope about an inch. Back to center it came, then made its way back again. It was to be seen early in the game that neither captain was willing to take the chance of grabbing a cleat. Both sides were pulling strongly, Captain Butterwood working his men a little more than did Captain Wagner. Perspiration began to run down the faces of the men. The fifteen minute mark passed with the slight advantage still with the Engineers. Sixteen, seventeen, and Captain Wagner gave the signal to pull. It was make or break, but the Linemen were not capable of getting back any of the lost rope, and when the gun was fired the Engineers were declared the winners by an inch and a half. The crowd surged on the platform to congratulate the winners of 1916. It was a fitting climax to the

LADIES TUG-OF-WAR TEAMS



Line Department — Mrs. H. F. Ewing, Referee — Geneva Division



Sack Race

months of hard work that had been put in by both sides.

THE WOMAN'S TUG-OF-WAR.

Next in the interest aroused came the almost unheralded woman's contest. The event was not listed in the program, and although it was announced in the newspapers, but few really believed that it would come off. However, just before the men took the cleats the announcement was made that there would be a woman's tug-of-war between teams representing the Line Department and the Geneva Division, and that every one was to keep their seats. There was a few minutes' delay, owing to the fact that the ladies had to don the overalls of the men who had just finished pulling. Finally, however, amid the cheers of the crowd, the teams took their places. All the men were driven off the platform, and Mrs. Ewing took up the duties of referee, judge and time-keeper, and let it be said here that she handled a difficult situation charmingly. Some whispers of a frame-up had gotten about before the pull, but all suspicions were swept aside by the vigorous tugging that started after the word had been given. In fact, it was suggested that the main offices get up a team to challenge the winner, but after a consultation between Messrs. Hard and Paddock, it was decided that the chances for victory would be too slim. The tape did not travel more than an inch on either side of the center. A misplaced lock of hair and the consequent falling of a comb almost disrupted one side, but with their adjustment, everything went serenely. The "anchor ladies" leaned back in their saddles with all the ease of old-timers, and with their hands behind their heads calmly surveyed the excited crowds. The captains, although greatly agitated at times, used rare judgment so that when the pistol announced the end of the scheduled ten minutes the tape was at dead center. Thus the struggle ended peaceably. However, this is a lesson for the committee for next year, so that we may by all means see another of these interesting contests.



The Final Pull

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30621



Wives of Employees Race

THE ENTERTAINMENT.

Owing to a lack of space, it will be impossible to give each participant credit for the good work that was done on the three evenings of entertainment. It was all clever and greatly appreciated. It was short and snappy, and did not drag, and was of the quality that costs big money in any of the vaudeville houses down town. Laub on the piano, Rieck on the violin, Von Helms and Angelico singing, Montgomery on the banjo, and so on, each one a head-liner. The men and women who participated are all deserving of the thanks of all of us for their unselfish work and delightful entertainment.

THE BABY SHOW.

This unique feature of the Picnic was not only interesting, but also very instructive. It was under the direction of the Children's Department of the University of California Medical School, which provided Dr. V. B. Appleton, two assistants and two nurses.

The physician's report that this conference furnishes the first data obtained of the children of a large corporation like the U. R. R. They found the babies healthy, well nourished and well taken care of by the parents, and having the usual California characteristic of being large for their age. They expressed a willingness to hold a similar conference each year and allow prizes for the mothers showing the greatest improvement in their children during the course of the twelve months. All the data secured will be kept on file at the college and copies of the score cards will be forwarded to Chicago to the head office of the American Medical Association.

The show came up to expectations in every way. The head physician said that our arrangements were ideal for holding a conference, particularly the open air feature. Ninety children were brought to the Park and were examined. The baby crib was drawn by lot, and Mrs. Richard McConnell was the lucky winner. The idea is one of the greatest value, and was appreciated by every mother who had a youngster there. In view of the willingness of the University authorities to tender their services gratis, it is certainly up to us to have this feature at our next year's picnic.

THE ATHLETICS.

With the experience of last year before them, the Athletic Committee, with Superintendent Nougues at the head, handled the athletic events with a promptness and dispatch that kept the interest of the large numbers of spectators constantly on the alert. The athletes from Geneva looked to be the winners of the greater number of places, with Turk and Fillmore, Sutro, Oak and Broderick and 24th street trailing them closely. On Saturday, however, the kiddies held sway, and the interest that they took in each event is best shown by the fact that two heats had to be run off in a great number of the races. Next year the committee may well add several events for the children. The ladies also showed that they were true sports, and willingly entered all events that were given in which they were asked to participate. All told, the sports were very successful, and a list of the events and the winners in each are given below:

ATHLETIC EVENTS.

Thursday, September 14th—

Mile Run—First, McGuire, 28th St.; second, De Fount, Fillmore; third, Butcher, Geneva. Time, 5 minutes 45 seconds.

30622

100 Yard Dash—First, H. J. McLaughlin, Geneva; second, Tiernan, Sutro; third, McGuire, 28th St. Time, 10 2-5 seconds.

60 Yard Dash—First, McLaughlin; second, Tiernan; third, O'Malley, 24th St. Time, 6 2-5 seconds.

100 Yard Dash (free for all)—First, Tiernan; second, Fallon; third, Murphy. Time, 11 2-5 seconds.

Throwing the 56-lb. Weight—First, Geary, Geneva; second, Murphy, O. & B. Distance, 20 ft. 10 in.

220 Yard Dash—First, De Fount; second, O'Malley; third McGuire.

Putting the Shot—First, McLaughlin; second, De Fount. Distance, 32 ft. 2 in.

Standing High Jump—First, McLaughlin; second, Murphy; third, Tiernan. Height, 4 ft. 6 in.

Standing Broad Jump—First, McLaughlin; second, De Fount; third, Murphy. Distance, 9 ft. 8 in.

Running High Jump—First, McLaughlin; second, Butler. Height, 5 ft. 3 in.

Running Broad Jump—McLaughlin, first; O'Malley, second. Distance, 18 ft. 9 in.

Relay Race—Won by Geneva Division. Team composed of H. McLaughlin, F. L. Bolinger, L. A. Hartman, and J. T. McIntee.

Friday, September 15th—

Mile—Won by Fallon; second, O'Malley; third, Silber of Geneva. Time, 6 minutes 2 1-2 seconds.

100 Yard Dash—First, De Fount; second, O'Malley; third, Beeler. Time, 12 3-5 seconds.

60 Yard Dash—First, De Fount; second, McGuire; third, Geary. Time, 6 2-5 seconds.

100 Yard Dash—First, McLaughlin; second, De Fount; third, McDonald. Time, 11 1-5 seconds.

Throwing the 56 lb. Weight—First, Hale; second, Lewis.

220 Yard Dash—First, Tiernan; second, McLaughlin; third, Fallon. Time, 25 4-5 seconds.

Putting the Shot—First, Clasby; second, Palmetto. Distance, 31 ft. 3 in.

Standing High Jump—Won by Geary; second, Lewis. Height, 3 ft. 10 in.

Standing Broad Jump—Geary, first; Lewis, second. Distance, 9 ft. 4 1-2 in.

Running High Jump—Geary, first; Hastings, second. Height, 4 ft. 3 in.

Running Broad Jump—De Fount, first; Tiernan, second. Distance, 17 ft. 3 1-2 in.

Wrestling—Won by Silber over Butcher.
Second match won by Lewis over McLaughlin.

Saturday, September 16th—

60 Yard Dash (boys under 16)—First, S. Smirch; second, R. Remus; third, A. McDonald.

60 Yard Dash (girls under 16)—First, T. Lane; second, M. Sutter; third, P. Liebig.

60 Yard Dash (boys under 16, children of employees)—R. Remus, first; second, R. Young; third, W. Hennessy.

60 Yard Dash (girls under 16, children of employees)—First, M. O'Grady; second, T. O'Grady; third, F. Silkwood.

30 Yard Dash (boys under 12, children of employees)—First F. Silkwood; second, C. Anderson; third, A. Layman.

30 Yard Dash (girls under 12, children of employees)—First, M. Griffin; second, J. Craig; third, F. Silkwood.

30 Yard Dash (boys under 10, children of employees)—First, O. Van Hutten; second, A. Layman; third, A. Anderson.

25 Yard Dash (girls under 10, children of employees)—First, M. Griffin; second, J. Craig; third, M. Holmes.

30 Yard Shoe Race—First, R. Remus; second, F. Peane; third, A. McDonald.

20 Yard Dash (girls under 6, children of employees)—First, A. Brown; second, C. Corbett; third, S. Anderson.

20 Yard Dash (boys under 6, children of employees)—W. Craig, first; second, C. Bostel; third, T. Hall.

30 Yard Egg Race (girls under 14)—First, F. Biggs; second, T. O'Grady; third, T. Lane.

50 Yard Sack Race (boys under 16)—First, T. O'Hern; second, W. McQueeney; third, T. Hennessy.

25 Yard Potato Race (girls under 12)—First, M. Griffin; second, T. O'Grady; third, T. Hall.

50 Yard 3-Legged Race (boys under 16)—First, O'Hern and McDonald; second, F. and D. Silkwood.

30 Yard Needle and Thread Race (girls under 16)—M. O'Grady, first; second, R. Lane; third, P. Liebig.

50 Yard Obstacle Race (boys under 16)—First, J. Kilcoine; second, W. Stalling; third, A. McDonald.

50 Yard Obstacle Race (girls under 16)—First, M. Sutter; second, R. Lane; third, T. Lane.

30 Yard Fat Ladies' Race—First, Mrs. Williams; second, Mrs. Clasby; third, Mrs. Robinson.

60 Yard Dash (young ladies over 16)—First, Miss A. Broderick; second, Miss L. Craig; third, Miss W. Wright.

50 Yard Dash (wives of employees)—First, Mrs. Craig; second, Mrs. Vallejo; third, Mrs. Clark.

60 Yard Sack Race—First, Tiernan; second, Belshaw; third, Brown.

60 Yard Fat Man's Race—First, J. Daly; second, C. Kellogg; third, J. Alexander.

40 Yard Dash (wives of employees)—First, Mrs. Clark; second, Mrs. Craig; third, Mrs. Clemons.

60 Yard Obstacle Race—First, Davis; second, Butcher; third, Tiernan.

60 Yard Dash (employees more than 10 years in service)—First, French; second, Biggs; third, Hard.

50 Yard Dash (young lady employees)—First, Miss E. Robertson; second, Miss G. Short; third, Miss M. Brainard. All of the Treasurer's office.

OTHER CONTESTS.

Largest Family—Won by Mr. Lucas with seven children. Mr. Naylor was given the second prize with ten children, but as he had not registered them, he was disqualified for first honors.

Prize Two-Step—Won by Mrs. S. F. Thompson and M. J. Schultz of 28th street.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE WINNERS FOR 1916—THE ENGINEERS



N. Paris S. Paris J. Clasby (Anchorman) H. F. Ewing C. W. Butterwood (Captain) R. Petroche L. Comozzi

30623

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Constitution and By-Laws of the United Railroad Social and Recreation Club

CONSTITUTION

ARTICLE I.

Name and Purpose.

The United Railroads Employees Social and Recreation Club is established as a permanent organization in the City of San Francisco, with a view of promoting social intercourse among the employees of the United Railroads.

ARTICLE II.

Membership.

The membership of this Club will consist of all employees of the United Railroads. The fact of being an employee of the Company elects one to membership without any further formality.

ARTICLE III.

Ownership.

The legal title and ownership of all the property of the Club shall vest in the United Railroads Employees Social and Recreation Club.

ARTICLE IV.

Club Management.

The government and management of the Club shall be confided to the Head of each Department and Division and the Delegates elected by members of the Club, to be known as the General Committee, from whom shall be elected a President, Vice-President, Secretary, Treasurer, and a Board of Trustees. These officers shall be elected by the General Committee, and shall hold office for the term of one year from the time of their election, and until their successors shall have been elected and qualified.

If a vacancy shall occur in the office of President, Vice-President, Secretary, Treasurer, or Board of Trustees, such vacancy shall be filled by the General Committee, by the election of one of its own number, and, in the event of a vacancy occurring amongst the Delegates to the General Committee, the Division or Department which said Delegate represents shall elect a member of said Division or Department to fill the same, and the officer or delegate so elected shall hold office until the next annual election.

The General Committee shall likewise have the power to call for the election from any Division or Department of a delegate in the place of any one of their number who shall be absent from any three consecutive regular meetings of the General Committee.

ARTICLE V.

General Committee.

The General Committee shall constitute the ruling and governing power of the Club for all purposes, and shall prescribe rules not inconsistent with the Constitution and By-Laws, regulating from time to time the affairs and conduct of the Club. They shall elect officers and the Board of Trustees as directed in Article IV of this Constitution. Two-thirds of the members of the General Committe shall constitute a quorum at any meeting of the General Committee.

ARTICLE VI.

Liabilities to Members.

If any employee of the United Railroads shall resign or otherwise sever his connection with the United Railroads, all his interests in and to the property and privileges of the Club shall cease and revert to the Club, and such cessation of membership shall operate as a release and assignment to the Club of all the rights, title and interests of such member in and to the property and privileges of the Club.

ARTICLE VII.

Amendments.

Amendments to the Constitution may be made at any meeting of the Club, annual or special, by an affirmative vote of two-thirds of the members of the Club present. Notice OF PROPOSED AMENDMENTS TO THE CONSTITUTION shall be furnished to the Secretary and posted at the main office of each Division and Department at least fifteen (15) days before the meeting at which it is proposed to consider them.

ARTICLE VIII.

Proxies.

Any delegate unable to attend a meeting of the General Committee may appoint a member of his Department or Division to act as his proxy at said meeting, said proxy being entitled to all the powers of the delegate whom he represents, provided, however, that said delegate notify the Secretary of the name of the proxy in writing before the meeting is called to order.

ARTICLE IX.

Power of General Committee to Incur Indebtedness.

Subject to the laws of this State, the General Committee of this Club, may from time to time, with the approval of Board of Trustees, incur such indebtedness as they shall deem for the interest of the Club, and may secure the payment of the same in any lawful way.

ARTICLE X.

Who Are Members of General Committee.
How Elected.

The General Committee shall consist of the Head of each Department and Division; two (2) Delegates elected from the members of each Department and Division, the President, Vice-President, Secretary, and Treasurer, and the Board of Trustees of the Club. The Head of each Department and Division and the Board of Trustees shall not be subject to the provisions of ARTICLE IV of this Constitution relative to absence from meetings, as they are honorary members of the Committee. They are entitled to a vote on all the affairs of the General Committee.

It is to be understood that each Division having a Seniority List shall be entitled to two (2) Delegates.

Delegates to the General Committee shall be elected by each Division and Department not later than thirty (30) days after the adoption of this Constitution and By-Laws by the Club.

Delegates elected by each Department and Division to hold meeting to nominate and elect Officers for the ensuing year not later than thirty (30) days after their election as Delegates.

ARTICLE XI.

Board of Trustees.

The Board of Trustees of this Club will be responsible for the safeguarding of the Funds of the Club, and in addition to their duties as Trustees, will be a permanent financial board, who must approve of all resolutions and bills wherein the expenditure of money of the Club is concerned.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

BY-LAWS

BY-LAWS.

ARTICLE I.
President.

It shall be the duty of the President to preside at all the meetings of the Club and the General Committee; to see that the By-Laws and such rules and regulations as may be adopted by the General Committee are enforced; to call such meetings as are herein provided to be called by him; to have a general supervision of all the affairs of the Club; and at the Annual Meeting of the Club to make a report of the accounts and general concerns of the Club.

He shall be ex-officio a member of all committees, and the Standing Committees shall be nominated by him and confirmed by the General Committee.

He shall countersign all checks drawn by Treasurer of Club. He shall have the casting vote at all meetings of the Club.

ARTICLE II.
Vice-President.

In the absence of the President the Vice-President shall preside at all the meetings of the Club and the General Committee, and otherwise perform the duties of the President. If both the President and the Vice-President shall be absent from either of said meetings the Secretary shall call the meeting to order and a temporary chairman shall be elected.

ARTICLE III.
Secretary.

The Secretary shall keep a record of the proceedings of the Club and of the General Committee; he shall have charge of the books and records of the Club, give notice of all the meetings, and shall maintain the official correspondence of the Club.

ARTICLE IV.
Treasurer.

It shall be the duty of the Treasurer to receive all moneys belonging to the Club, and to disburse the same under the direction of the General Committee, with the approval of the Board of Trustees, upon checks or orders signed by the President, and the Chairman of the Board of Trustees. He shall deposit the same with the bank or banks, to be dseignated by the Board of Trustees, in the name of the Club. All checks for the withdrawal of money so deposited shall be signed by the Treasurer, and countersigned by the President and the Chairman of the Board of Trustees. He shall submit a statement of his accounts at each regular meeting of the General Committee, with proper vouchers, and settle the same whenever required.

ARTICLE V.
Board of Trustees.

The Board of Trustees shall consist of a Chairman and two members, whose term of office shall be as follows: At the 1st Annual election held after the adoption of these By-Laws one member shall be elected for a period of three years; one member shall be elected for a period of two years; and one member shall be elected for a period of one year. Thereafter, at each Annual election one member shall be elected to succeed the retiring member. Any member of the Board of Trustees shall be elegible for reelection.

The Board of Trustees shall perform the duties of a Finance Board, and all checks issued by the Treasurer must be countersigned by the Chairman of the Board.

ARTICLE VI.
Election of Delegates.

On the last ..... in ..... of each year, an election of Delegates from each Department and Division will be held at the main office of each Department and Division. The manner in which this election will be held is to be determined by the Head of each Department and Division. Two Delegates will be elected by each Department and Division for the ensuing year. The names of the Delegates so elected from each Department and Division will be forwarded to the Secretary of the Club immediately following the election.

ARTICLE VII.
Removal from Office.

The Club shall retain the power of vacating the place or places of the General Committee, or of any member thereof or of the President, Vice-President, Secretary or Treasurer, or of any member of the Board of Trustees, on good cause shown by an affirmative vote of not less than three-fourths of the members present at a special meeting convoked for that purpose.

ARTICLE VIII.
Election of Officers.

The annual election for officers of the Club shall be held on the ..... of ....., in each year, and the voting shall be by ballot.

The President shall appoint three Judges of Election from the members of the General Committee to supervise said election, who shall be present while the vote is being taken.

The said Judges of Election shall count the votes and report to the President the names of those elected to serve as officers, and the number of votes cast for each candidate, and the President shall announce the result of the election.

In case two or more competing candidates shall receive an equal number of votes a ballot shall be taken as between such candidates, the one receiving the highest number of votes shall be declared duly elected.

ARTICLE IX.
Order of Business.

The order of business of the Club shall be as follows:

1. Reading of the minutes of the previous meeting.
2. Reports of Standing Committees.
3. Reports of Special Committees.
4. Unfinished business.
5. New Business.
6. Good of the Club.

ARTICLE X.
Demonstrations.

No demonstration in behalf of any political or sectarian party shall ever be made in the Club.

ARTICLE XI.
Communications.

All communications regarding the affairs of the Club. must be made to the President of the Club in writing.

ARTICLE XII.
Club Rooms.

The Club Rooms at Turk and Fillmore will be considered the General Meeting rooms of the Club, unless otherwise stated in Writing.

ARTICLE XIII.
Amendments.

Amendments to the By-Laws may be made at any meeting of the Club, annual or special, by an affirmative vote of two-thirds of the members present.

Proposed amendments to the By-Laws will be posted in each Department and Division at least ten days before the meeting.

ARTICLE XIV.
Interpretation.

On all questions arising as to the construction of the Constitution and By-Laws the decision of the General Committee shall be final, unless rescinded by the Club at a general meeting, or at a special meeting convoked for the purpose.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30626

Ottawa, October 30, 1916.

Mr. Jesse W. Lilienthal,
President, United Railroads of San Francisco,
58 Sutter Street,
San Francisco, California.

Dear Sir:

Mr. Mackenzie King wishes me to thank you for your communication of the 24th instant, with which you have kindly enclosed the Special Picnic Number of the United Railroads Magazine and a copy of the constitution and by-laws of the United Railroads Social and Recreation Club.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30627



Nov. 3rd 1916

Hon. Mr. Mackenzie King,
The Roxborough,
Ottawa.

Dear Mr King: —

Many thanks for your letter relative to joining this Club. While I would like very much to see you a member I realize that there are very many calls upon you.

However, should you find yourself in Ottawa and desire to use the Club Kindly consider yourself at home here as we shall anticipate to have you as a member at some future date. These privileges are extended in the hop that you may be able to drop in and learn something of us.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30628

I have not heard of your brother for some time and trust that he is making steady improvements in his fight for improved health.

With every good wish.

Yours,

Sincerely

Chas H. Huggins.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30629

Ottawa, November 22, 1916.

Dr. Charles H. Higgins,
The University Club,
Ottawa.

Dear Dr. Higgins:

Since returning to Ottawa I have received your kind note of the 3rd instant, and much appreciate its courteous invitation to me to avail myself on occasions of the privileges extended by the University Club.

I am pleased to be able to tell you, in reply to your kind inquiry concerning my brother, that his health is materially improved. He is now able to resume his practice in a small way and to make use of a Ford runabout which he has recently acquired. I really believe it is only a matter of time before he will have all but conquered his trouble. It will be a pleasure to me to let him know of your kind inquiry.

With best regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30630

L. Q. CAMPBELL

E. MARIE ANDERSON

DEPARTMENT OF PUBLIC SPEAKING
THE UNIVERSITY OF OKLAHOMA
NORMAN

October 14, 1916.

Honorable W.L.Mackenzie King,
Ottawa, Ontario,
Canada.

Honorable Sir:

We are making an intensive study of the Canadian Industrial Disputes Act of 1907, and are presuming on your interest in the Act to address you in regard to it. We realize that as framer of the bill you are better prepared to speak withaauthority than anyone else. If your rush of business will permit, I should greatly appreciate an outline of the main arguments urged pro and con in the Senate and House of Commons of Canada.

If you could see to it that we got copies of the speeches made in the two houses at the time the bill was discussed, it would greatly aid us in the study of a question upon which our library has very little material.

I trust that it will not be to much trouble to you to furnish us with this valuable information.

Very sincerely yours,

L. Q. Campbell.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30631

Ottawa, October 18, 1916.

Mr. L. Q. Campbell,
The University of Oklahoma,
Norman, Oklahoma.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge your communication of the 14th instant, and to say that he is making request of the Deputy Minister of Labour for Canada to have you supplied with such documents as he thinks will be of service to you in connection with your study of the Canadian Industrial Disputes Investigation Act.

Mr. King has just returned to the city after an absence of some weeks, and the accumulation of correspondence and other matters which demands his immediate attention makes it impossible for him to give to your inquiry the personal consideration your letter invites. He trusts you will appreciate the circumstances, and wishes me to assure you that the Deputy Minister of Labour will supply you with all the documents relating to the Act which are available.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

41

30632

Private & Confidential

Achmetaga, Euboea,

Greece, June 12, 1916.

Your Royal Highness:

After so long a silence a letter from me may come as a surprise. I believe I have not written since I received a letter from Your Royal Highness a few months after the outbreak of the war in which the request was made that a young German interned in Manitoba, Canada, might receive special consideration on the part of the Canadian Military Authorities. I was glad to be able to render this service through personal friends in Winnipeg, and I should have communicated this news at that time.

In proffering so late an apology for not availing myself of the great privilege of corresponding with you, an honour which I have so deeply valued, I would like to explain that there have been two difficulties that have seemed insuperable. First the difficulty and uncertainty of getting letters into your own hands; and second, the grave doubt as to whether during the ever increasing heat of strife between our peoples, any good object could be attained before the time had come, when on both sides we were ready to consider mutual agreements for the future settlement of International disputes on Christian lines. If, however, no letters have passed during these awful months, few if any days have passed in which my thoughts have not been with you, and prayers have been incessant that the madness of war between our kindred peoples might be replaced by that spirit of peace and good-will which we so surely know to be the will of God, who is the God of Peace and Lover of Concord.

The various visits of our American friend Dr. Battin to Karlsruhe and the kind messages from Your Royal Highness of which he has been the bearer, have been most grateful to me, and to those friends who still believe we are doing God's will in carrying on the work which was progressing so successfully when the war began.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I do not need to tell your Royal Highness that the experience of the war has not broken our faith in the rightness and in the final victory of that work. Our faith has only been strengthened by the evidence that we find in every Christian country of sorrow for all that has happened since August 1914 -- a sorrow from which is springing the universal resolve that it should never be permitted to recur.

And now I will come at once to the main burden of what I want to say in this letter to your Royal Highness. It is this:

The moment for recriminations about the past is gone. The only solace for the happenings of the war is in looking to the future. One thing we must all, as a first step, recognize and admit: that all nations were jointly responsible for creating the conditions that led us into war. And after the war is over all nations must cooperate together so to rebuild the world that these conditions shall forever disappear. The only expiation of our governments' failures in the past must be in their joint action and agreement to prevent all future war.

This must be and will be the great issue of the years to come. And, Your Royal Highness, the determining factor in this issue will be, I am firmly persuaded, the attitude which the German nation and the German Government take up. Rightly or wrongly, the mass of opinion in our allied countries, and perhaps in some neutral countries too, believes that to any effort to achieve a permanent international agreement, the German Government would offer an unyielding opposition, and would stultify all forward movement by the obstacles and the difficulties it would create. I state this as the existing general belief. You will realize how much I hope that it may prove to be ill founded. But in any case it seems to me that, if the matter is rightly regarded, the German Government will have, by the very reason of this general belief, an unequalled opportunity when the war is over, of giving a lead to the nations of the world which, because unexpected, would be all the more enthusiastically welcomed by the honest and well intentioned men in every country.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I do not say anything about the speedy ending of hostilities, altho' I hope and pray for it. I do not say anything about the territorial and other concrete terms of peace; but this I do say: that after the war (if not before it terminates) the most unique opportunity will occur for a great statesman or ruler to propose a general and permanent international pacification, a comprehensive arrangement that shall finally abolish the crime of war. Is there such a leader? May not the German Emperor himself be now prepared to proclaim that armed force is not the means by which international disputes can be permanently settled, and that the time has arrived for law and justice to be established among the great corporate units of humanity as it has been among individuals within the states.

Your Royal Highness will remember the interview with which I was honoured by the Emperor in the Spring of 1909. On that occasion I was permitted to deliver a message which I am fully persuaded was given me by God for His Majesty. The substance of this message was that the world, weary of the burden of armaments and the jealousy, suspicion and unrest that accompany vast preparations for war on the part of great nations, was longing for some leader who would inaugurate this "more excellent way". I then felt and said to the Emperor that I believed he was the one man whose position among the Nations of Europe would enable him to lead them into this "League of Peace" not by physical force but by moral and spiritual power, quoting the words, "Not by might nor by power, but by my spirit saith the Lord of Hosts". The Emperor's power for such leadership among the Christian Nations of the World must be "The Sword of the Spirit", the Spirit of Christ the "Prince of Peace".

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30635

That the Emperor was impressed during the interview was evident, and he again spoke specially of it to me in June of that year during the Audience he gave to the representatives ofthe British Churches at Potsdam.

I refer to these incidents thus particularly because I was deeply impressed by the evident sincerity of the Emperor's desire to carry out in his own reign the will of God as he apprehended it, and because it was so fully evident that he wished to foster closer friendship between our two nations, and particularly to preserve the World's peace throughout his entire reign. I have also believed that the declaration of war on August 1st, 1914, was not willed by His Majesty, this impression being confirmed by the message which I received from Your Royal Highness at Constance, through Pastor Siegmund Schultze before the beginning of the conference of the Churches Representatives on the evening of that day. I believe this and shall believe it till the contrary is proved to me. Has the Emperor changed? Is he not still the same man of generous impulse and wide humanitarian vision than all who met him believed him then to be?

And have not the unspeakable losses and suffering that this world wide war has occasioned proved to him as to every other human being that such a calamity must never be permitted to recur? And can anything less than the abolition of all war for the future be an adequate recompense for the untold sacrifices that every warring nation, indeed every nation in the world, has made?

The nations must have peace, and it is for the rulers of the world to give it. Their responsibility will be great. They will need the courage to say the speedy words of peace that must be said if the war is not to be followed by a period of unprecedented anxiety and distrust. They will need the courage to show by declaration and example that the enmity sown by the sword shall cease when the sword is sheathed.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Such words will do much; but, Your Royal Highness, more than words will be needed. It will be the supreme moment for the presentation of concrete proposals supported by the full power of the governments of Europe; concrete proposals which shall give definite object and hope to the masses of men who desire peace, and which shall seek to provide the international organisation which is required to make permanent peace a matter of practical statesmanship.

If the head of the German Government were to bring forward broad and far-seeing proposals for the attainment of this object, he could, I believe, end the war tomorrow. I do not suggest that such a course is possible for him; but this I do venture to say: that at the end of the war there will be a vast body of opinion in the whole world ready and hoping for such proposals, and that there will be the clearest call for the German Emperor to make them; but that even if they do not emanate from the Emperor himself, I confidently believe that they will be made by one of the wisest of our English statesmen; and that in either case the German Emperor whether by his own initiative or by giving the ready assent and powerful support of his government to the initiative of others, could equally take the decisive step that would turn the history of mankind from evil to good. I believe the hour has arrived, the supreme opportunity is at hand, when if he will, the German Emperor may end all war for all time. May God guide our Rulers.

It is right for me to add that in everything I have said in this letter I speak solely on my own responsibility alone. There is no official initiative or authorisation behind my words, only an overwhelming personal desire to communicate to Your Royal Highness my deepest hope and conviction in this dreadful time.

May I explain to Your Royal Highness that I am in Greece at this time staying with Mr. Frank Noel, the father-in-law of my son Philip (whom you will

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

remember being with me at Karlsruhe). It happens that Philip's wife, Ireme, is acquainted with His Majesty The King of Greece, and I am hoping she may be able to arrange that this letter be sent through the kindness of your neice Her Majesty The Queen.

I apologise for so long a letter, but earnestly desire that it may convey my heartfelt sentiments of deepest respect and devotion. I am ever Your Royal Highness,

Most faithfully,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30638

RUSSELL SAGE FOUNDATION
130 EAST TWENTY SECOND STREET
NEW YORK CITY

STUDIES OF INDUSTRIAL CONDITIONS

October 23, 1916

Mr. W. L. Mackenzie King
The Roxborough
Ottawa Canada

My dear Mr. King:

Are you planning to be in New York City at any time in the near future? I have some questions which I should like to discuss with you, if I may have an opportunity to talk with you. Otherwise, perhaps you will give me some information in correspondence.

Sincerely yours,

Mary Van Kleeck

MVK/HBR

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30639

Ottawa, March 8, 1916.

Mr. Alphonse Verville, M.P.,
House of Commons,
Ottawa.

Dear Mr. Verville:

You will remember my mentioning to you verbally some weeks ago that you had been appointed a member of a sub-committee "to study and report upon the adoption of a scheme of technical education and industrial training in co-operation with existing provincial systems." This letter is only to inform you officially, and to let you know that I have been asked to act as Chairman of this Committee, the other members of which are as follows:

Hon. A. Taschereau, Minister of Public Works and Labor, Quebec, Que.
Philippe Paradis, Esq., 78 St. Peter St., Quebec, Que.
G. C. Conant, Esq., Oshawa, Ont.
G. Fred Pearson, Esq., Halifax Chronicle, Halifax.
N. W. Rowell, Esq., M.P.P., Canada Life Bldg., Toronto.
Hon. R. Lemieux, M.P., Royal Trust Bldg., Montreal.
P. C. Larkin, Esq., 32 Yonge St., Toronto.
E. M. Macdonald, M.P., Pictou, N.S.
Alphonse Verville, M.P., Montreal, Que.

It has been suggested that I might furnish each member with a memorandum setting forth my views, and indicating lines of study and the manner of carrying on the work. It has seemed to me that the purposes for which the Committee has been formed would be even better served were I to invite, before expressing any views of my own, opinions from the members of the Committee as to how

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

best its purposes might be furthered and the Committee's own work most effectively carried on.

Perhaps, as Chairman of this Sub-committee, I could not better serve its individual members than by performing the function of a sort of clearing house for an exchange of views preliminary to meetings that may subsequently be arranged. I shall be glad to assume this obligation, but I would suggest that members of the Committee correspond and converse with each other as frequently as may be possible, and that each member give to the subject which the Committee has been appointed to consider as much individual study as his time may permit, regard being specially had to considerations of which account should be taken in making the advocacy of Technical Education and Industrial Training on a national scale a part of the policy of the Liberal Party.

As you will remember, the Laurier Administration in 1910 appointed a Royal Commission on Industrial Training and Technical Education. This Commission had not completed its work when the change of government took place. Its report was made to the present administration in 1913, but no attention has been paid to the recommendations contained in this report by the present Government or any of its members. It has seemed to me that a careful study of the report of this Commission and its recommendations might with advantage constitute a natural first step for each member of the Committee to take in carrying on its work. The Report is comprehensive and suggestive, and would constitute a useful authoritative document for purposes of public discussion •

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

should it be found that its recommendations in any particulars are such as might furnish the basis of a line of policy to be advocated by the Party. I presume you have a copy of this Report; but in case you have not, I should be glad to arrange with the Department of Labour to have one forwarded to you.

It is the desire of Sir Wilfrid Laurier, Chairman of the main committee, that the various sub-committees enter upon their work immediately and submit a first report of their labours and studies at an early date. Under these circumstances, I hope I may have the pleasure of hearing from you at your earliest convenience. From the exchange of views contained in the several replies received, I shall, with your concurrence, be pleased to draft a sort of preliminary report which might be submitted to Sir Wilfrid as a statement of the Committee's plan of organization and procedure, and be of service to members as a subsequent guide in carrying on the Committee's activities.

Yours faithfully,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

should it be found that its recommendations in any particulars are such as might furnish the basis of a line of policy to be advocated by the Party. I presume you have a copy of this Report; but in case you have not, I should be glad to arrange with the Department of Labour to have one forwarded to you.

It is the desire of Sir Wilfrid Laurier, Chairman of the main committee, that the various sub-committees enter upon their work immediately and submit a first report of their labours and studies at an early date. Under these circumstances, I hope I may have the pleasure of hearing from you at your earliest convenience. From the exchange of views contained in the several replies received, I shall, with your concurrence, be pleased to draft a sort of preliminary report which might be submitted to Sir Wilfrid as a statement of the Committee's plan of organization and procedure, and be of service to members as a subsequent guide in carrying on the Committee's activities.

Yours faithfully,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30642



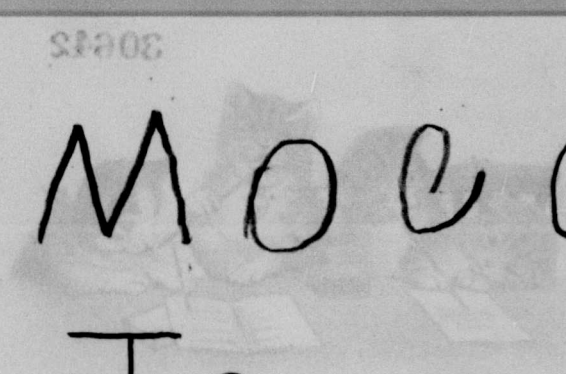
THANK
YOU FOR
THE

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30643



MOCCASINS

JOHN BAKER
WELBORN

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30644

My dear "Mr. Mackenzie King:
As that is the way you are spoken of in our household, I naturally write it so — I wish to thank you for your kindly New Year greetings conveyed to me by Mrs. Bond. She is flying away again today for so very busy.

May I add to yours my sincere wishes for your success and happiness throughout the coming year.

Most truly yours.

Elizabeth Haggman.

January the first
Nineteen hundred sixteen

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

a week's journey,
leaving me to make
my own acknowledg-
ment to you.
When I learned
that you had been
here again, I did feel
that you might have
"heaped coals of fire
on my head" by coming
to see me, just to
show that I was
forgiven for my seeming
responsibility for the
wistful and unceremon-
ious reception you re-
ceived on the occasion
of your first visit.
I might even have
told you the real truth
about it all, but, as
confession is never
easy, it may be well
for me that you were

W. L. Mackenzie King Papers
Volume 34
PUBLIC ARCHIVES PUBLIQUES
CANADA

30646 T. W. No. 1

Great North Western Telegraph Company of Canada.

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85

225 MOQ 110-6 EX

TORONTO ONT 15 VIA CO NEWYORK NY 16

WM LIONEL MCKENZIE KING

THE ROXBOROUR OTTAWA ONT CAN

LORD LANSDOWNE UPON BEHALF OF THE BRITISH RED CROSS SOCIETY IS MAKING AN APPEAL FOR FUNDS TO CARRY ON THEIR GREAT WORK OF MERCY UPON THE BATTLEFIELDS OF EUROPE THE WORK HAS INCREASED VASTLY SINCE THE FIRST DAY OF JULY AND A WORLD WIDE EFFORT IS BEING MADE TO RAISE MONEY THESE THREE DAYS ENDING THURSDAY OCTOBER NINETEENTH THE RESCUE OF THE WOUNDED AND HELPLESS SOLDIERS APPEALS TO EVERYONE AND I WOULD GREATLY APPRECIATE YOUR TELEGRAPHING A WILLINGNESS TO AID AND STATING THE AMOUNT OF YOUR SUBSCRIPTION WHICH I COULD READ AT THE MASS MEETING IN TORONTO YOUR GIFT WILL SAVE A LIFE ADDRESS

SIR EDMUND WALKER

HONORARY TREASURER TORONTO

W. L. Mackenzie King Papers

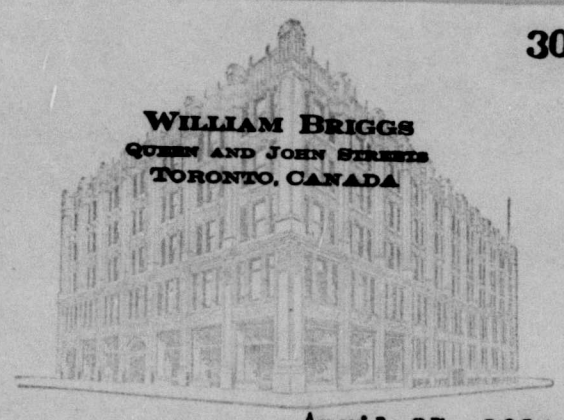
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

CABLE ADDRESS
"GUARDIAN"

30647

PUBLISHER
IMPORTER



WILLIAM BRIGGS
QUEEN AND JOHN STREETS
TORONTO, CANADA

April 27 1916

Hon. Mackenzie King,
Ottawa,
Ont.

Dear Mr. King,-

I am sending you for your own perusal a copy each of two of our new books THE FIRST HUNDRED THOUSAND and BARS OF IRON.

Kindly accept these with my regards, in memory of a pleasant evening spent with you at Mrs. Hope's recently. It is just possible you have read the first book, as it is so popular. If so take it into John Hope and tell him to give you its value in another book.

Kind regards.

Yours sincerely,

E. F. Tacker

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30648

Ottawa, April 29, 1916.

Dear Mr. Walker:

I have received your kind letter of the 27th instant, also the two volumes "The First Hundred Thousand" and "The Bar of Iron", which you have so kindly sent to me. I deeply appreciate this gift, and still more the circumstance that there should have been associated with it in your mind the recollections of the delightful evening we had together at Mrs. Hope's recently and the talk we had together at that time. I need scarcely say that the feelings you express of the pleasure of our meeting are most heartily reciprocated by myself, and I hope that at not too distant a time we may again have the opportunity of exchanging ideas and opinions.

I have not read either of the books, though had "The First Hundred Thousand" not come from you this week, I should probably have secured a copy of it next week. I am looking forward to reading it and "The Bars of Iron" with very great interest.

With kind regards,
Yours sincerely,

Mr.E.W.Walker,
Toronto.

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

T. B. Walker;
807 Hennepin Avenue
Minneapolis, Minn.

January 8, 1916.

Hon. McKenzie King,
Minister of Labor,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

I am sending you a letter regarding the question of the California timber deal, which I wrote about three weeks ago, but did not send it, as it then appeared that I would have occasion to go to New York myself, and for that reason, laid it over and it was rewritten yesterday, as I have concluded to send it along, not expecting any occasion for my going to New York for some little time.

If this finds you at home, would like to know if you are expecting to go to New York in the near future, as I think it would be perhaps better, if you are going there, to present it to Mr. Rockefeller personally, so as to explain to him more fully how it came to be written, and who it is that writes it, as he probably does not know very much about me, other than in a very general way. If you are not going to New York in the near future and you felt that it might be a matter that would interest Mr. Rockefeller, you might, as you suggested here, send the letter on to him, or write him about it, whichever way you might think best. If you found that he would be willing to consider this, I would very willingly come down and bring maps, estimates and the essential facts and figures pertaining to this large tract of land, which is by common consent now the finest tract of pine timber now in the Unites States.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have very reluctantly written the letter, as it would appear as though I was inclined to try to take advantage of the friendly relations which have existed between us and which have never had on either side, any personal motive or object, other than the friendly relations and the actual enjoyment and advantage to be gained, on my part, from the acquaintance and friendship with one whom I respect and esteem as much as any person I have ever known, and I will also add that I have had for your friend, Mr. Rockefeller, an equally great respect and esteem, although I have not personally known him, but have carefully traced him personally, through his many and varied works, particularly as it relates to his activities in social and church relations, even more than his business affairs, and on this account, I hesitate even more in asking you to present the letter to him, as it would have the appearance in that case, as it might in yours, of presuming that my interest in him has been a personal one, with the outcome, as shown in this letter, to sell him this tract of timber, but I will say that I do not present this in any feeling that Mr. Rockefeller or you should consider this as just a personal favor to me, for I feel that if Mr. Rockefeller would investigate this and find what there is in it, he will see that it would not be a matter of an especial favor to me, but an opportunity to make a large investment in perhaps as desirable an investment as could be found, at least so far as it appears to me; otherwise I assure you, that I would not present the matter to you for Mr. Rockefeller.

Mrs. Walker has been quite out of health for two or three months, until very recently, but she is now feeling much better, and has just invited me to take a drive in our car, this afternoon. She

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

wishes to be remembered to you. She joins me in wishing to you and your mother, whom we have not seen, but would be glad to see, as we know from the character of her son that she could not be otherwise than a splendid mother, so with best wishes and highest regards, I remain

Very truly and sincerely yours,

T.B.Walker

TBW/K

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30652

T. B. Walker:
807 Hennepin Avenue
Minneapolis, Minn.

January 8, 1916.

Hon. McKenzie King,
Minister of Labor,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

Ever since your visit here, I have had it in mind to write you a letter in acknowledgement and in recognition of the satisfaction and enjoyment of the day that you spent here, with us, and to thank you for the letter that you wrote in recognition and appreciation of your visit with us.

I have been intending also to write you in reference to the question of the possibility of Mr. Rockefeller's investing in the pine timberlands of California, as he has been doing in the coal and ore lands of Colorado, and perhaps of the neighboring states.

I am very extensively interested in the pine forests of California. As the pine forests became exhausted here in Minnesota, I entered upon the project of investigating first, and then securing, large tracts of the finest pine timber in the world;- of a much larger and longer growth than the white pine of Minnesota, Michigan, Canada, Maine, and Pennsylvania, and of a lighter and finer variety than that in the timber regions of Idaho, or southern Oregon, and of much finer quality than the yellow pine of the southern states.

The pine timber of the southern states, which constitutes one of the two great tracts of pine timber now left for future use in this country, is, by common consent and judgement, so re-

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

duced and limited, that at the rate that it is being denuded for lumbering purposes, will bring about conditions in the next ten or fifteen years, similar to what the past twenty years have done in Minnesota, Wisconsin and Michigan, where nearly all the bodies of timber have been cut away, so that only fragmentary tracts and scattering trees are being utilized for lumbering purposes, the supply coming mostly from Canada and the southern states, although the timber in the South is much less valuable for building purposes than the white pine of the northern states. And the pine of Canada, especially north of Minnesota and from there east, has been in large part cut off, until the supply is reduced to only a fraction of the former seemingly endless quantity.

The pine timber of California, which is on a longer transportation line and on a somewhat higher tariff rate from the timber into the markets of the central west and of the eastern states than the Southern pine, yet the lumber, F. O.B. the mills in California, is more valuable per thousand feet, than the timber of the South, although nearer the market.

Yet, Mr. Charles S. Keith, president of the Southern Pine Association, before the Trade Commission, in Chicago, in July of this year, gave the following testimony as to the present condition of the pine timber of the South:

"For instance, timber is not reproducing itself. There is no reforestation going on. Every day we cut timber we are reducing the amount of available timber supply of the United States.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

"Now, on the other hand, according to the figures of 1909, the consumption per capita of the United States at that time was 500 feet board measure. Our population is increasing at a ratio of about 1,500,000 people a year, figuring on the basis between 1900 and 1909, consequently we are having an accumulative increase in demand under normal conditions of three-quarters of a billion feet of lumber annually; in ten years that is an increase of 7,500,000,000 feet of lumber, and all the time taking care of the demand which is already there. With the increasing and accumulative demand, our timber supply is gradually and rapidly being reduced. And as the timber supply is reduced, the few available tracts that are left for development in the hands of timber owners are growing proportionately higher in value. For instance, we cannot buy timber today in Calcasieu or Vernon Parishes, Louisiana, for less than six dollars. I would hate to buy any at six dollars and operate it under this market; we would go broke on it."

And a little further on, he says: "The average value of stumpage in the tree in the South, is $5.50 per thousand, and sales have been consummated within the past two weeks on a basis of values as high as $6.00 per thousand, and it is impossible to purchase any timber at any lesser price, and this without any development, unless one should be able to profit by some other person's misfortune.

This southern timber is substantially all brought within an available distance of railroad transportation, and nearly all of it being operated. The timber in the South averages from 8,000 to 12,000 feet per acre on the best large tracts.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

The pine, including the fir, of California, on the tables where our timber is located, runs from 20,000 to 30,000 feet or more, per acre. The timber is much larger, contains more clear lumber, and the trees are longer and larger.

This California timber that I am referring to, consists of something like 20% of sugar pine that is larger and longer and brings a somewhat better price than the white pine, and about 60% of white pine that is longer bodied, the trees are larger, and it is equally as valuable for door stock and finishing as the best white pine of the eastern pineries. There is about 20% of red and white fir,- in some sections nearly all red fir and in others, mostly white. This fir timber of California is in considerable demand in the mountains, table lands and mining regions of the mountainous states of Nevada, Colorado and Arizona.

While the formerly large stock of white pine timber that covered the great timber regions of Quebec and Ontario, has been to large extent cut off, as it has been in Michigan, Wisconsin and Minnesota, the still large bodies of fir timber that are found in British Columbia and Vancouver Island, consist mostly of a coarser variety that is used mostly for timbers and dimension.

In going from here to California, after I saw the end of the timber supply here in sight, I entered into purchasing much larger tracts than I ever intended to hold, but as a necessity, or perhaps more as a line of policy, to secure enough timber that it would secure the opening up of the country by railway transportation lines to bring the timber into market. And it proved that this policy was the proper one in that undeveloped country.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

After about fifteen years of work in securing a large tract of some three-quarters of a million acres of that heavy timber, I succeeded in getting the Southern Pacific to construct the railroad line from Fernley in Nevada, near Wadsworth, to our mill-site at Westwood, twenty miles west or southwest of Susanville, California, and something like 140 or 150 miles from Fernley, for the purpose of bringing out the lumber from our large holdings and large milling plant at that point.

Before I got the timber consolidated to that extent, it used up my available means, and in establishing the lumber plant, it took a large amount of money, as we had to build a city as well as a milling plant. And as I never expected or intended with my limited capital, to attempt to hold the entire tract that I was locating, the entrance of this railway into our timber and the plant building which we have under way, have brought this large timber tract where it is most available and to the point where I would be pleased to dispose of quite a considerable tract to someone who has means to carry it at a price that I would fix upon it, that would make of it, within the next limited number of years, without doubt, in my mind, a very large profit and return on the investment.

In entering upon this large timber deal in California, I intended handling it as I did in Minnesota, where after securing sufficiently large tracts that made it available for manufacturing purposes, I sold it off in larger or smaller tracts as standing timber, to others, who either wanted it for milling purposes, or as in the case of Mr. H. C. Akeley, to whome I sold the largest tract that has been purchased at any time in Minnesota, to handle and sell

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

as stumpage or logs. This deal proved to him a most satisfactory and profitable one.

This California timber is much more compact and has a larger amount of timber per acre, and an actually better grade of timber, and greater amounts of clear lumber, than any of the large tracts of pine that I have owned in Minnesota. There is now quite a prospect, or certainty, that all the timber holdings that I have, will be made available by railway lines, that are already laid out through this timber tract, which Judge Lovett, of the Southern Pacific, called an empire of timber,--referring to our holdings. And in consequence of its being what he considers, an empire of timber, he built the 140 or 150 miles of standard railroad line to open it up from the Central Pacific, at or near Wadsworth, to our mills and town of Westwood, to open up the lumber traffic to the long haul to the Missouri and Mississippi valleys, and to the Eastern states; as well as westward to the market of the California table lands and valleys.

As you are probably aware, the lumber trade is just now starting up again and the demand in the South is greater than the supply, and it is the same with the pine lumber of California, and to considerable extent the fir timber of Washington, Oregon, and the British possessions. Lumber prices have also increased recently from two to four dollars per thousand.

I have hesitated somewhat to make the attempt of drawing upon your attention and that of Mr. Rockefeller, with this long review of the lumber industry and as it relates to this California pine timber tract; but if it is in line with Mr. Rockefeller's policy of investing where it will prospectively make good returns

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

in the future, I venture to do so in the hope that he may see these statements, and may feel favorable toward considering them more carefully and in detail.

If you could call Mr. Rockefeller's attention to this letter at some time when he could give time to look it over, and if he felt like considering it, I would be very glad to furnish maps and further explanations, and if that should be of sufficient interest for him, to have the matter investigated, I would take it up with him or his representative, and furnish all maps and details, to give a more complete understanding of the timber tract.

I would say as a general proposition, regarding this tract of pine, that it is not only the finest tract, as well as the largest and finest quality, but it lies on the best ground for logging which makes it so much more available, as it only costs a fractional part as much to do this logging, as it does in some of the rougher tracts of timber, that are operated in the mountains and foot hills of California, and as the white pine is substantially all gone in the Northern and Eastern states, as well as Pennsylvania, there is now but a fractional amount in Idaho, and no other remaining tract of the white and sugar pine, excepting that in California and Southern Oregon, of which this is the central part, of the quite large area, and this tract, although quite large when traced through the mountains of California, it is, in relation to the timber supply in this country, only enough to furnish a supply for a very limited number of years, and which will prospectively be decreased in amount and increased in lumber value, for but a comparatively few years of the lumber history of this country, and I

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

believe that it will be an opportunity to secure a tract of what I look upon as the most desirable timber tract that is to be found in this country.

Very truly and sincerely yours,

TBW/K

T B Walker

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 11, 1916.

Mr. T. B. Walker,
809 Hennapin Avenue,
Minneapolis, Minn.

My dear Mr. Walker:

I have just received and read with very great interest your two letters of January 8th - the comparatively short one and the long fellow. As it is extremely doubtful whether I shall be able to get to New York for some little time, I have thought it best to write Mr. John D. Rockefeller, Jr. direct, and acquaint him immediately of the opportunity of investment which you wished me to bring to his attention. I am quite sure that a written communication will gain for the subject matter of your letters quite as careful and full consideration as a personal presentation of it. I imagine also that it would be preferable to Mr. Rockefeller, Jr. himself to have this matter brought to his attention by correspondence.

I am sure you need have no feelings of delicacy about broaching this subject to me, or through me to Mr. Rockefeller, Jr. The matter is a business one pure and simple, affording an opportunity ~~of which~~, as you say, Mr. Rockefeller may be as interested in knowing as you are in informing him. If as an investment the opportunity presents no attraction, he will not hesitate to say so. But of this you may be perfectly sure, that neither he nor I would for a moment

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

allow personal friendships or motives either to enter or to be affected one way or another by a consideration of the matter or its presentation.

I am indeed sorry to hear that Mrs. Walker has been so poorly, though glad to get the reassuring word of her improvement at the time of your writing. I hope that for each of you this year may prove a good one, and that your anxieties may not increase, but lessen, with its progress.

With kindest remembrances and regards, Believe me, as ever,

Yours very sincerely,

W. L. MACKENZIE KING

P.S. Since dictating the above, the Illustrated descriptive Catalogue of Religious Paintings placed by you in the Guild Hall of Hennepin Avenue Church has been received. It is very beautiful and most interesting. I am glad to have it for its own worth, but also more because of the association it possesses and the memories it will always awaken.

Yours very sincerely.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30662

T. B. Walker.
807 Hennepin Avenue
Minneapolis, Minn.

Mackenzie King

Jan. 14, 1916.

Mr. McKenzie King,
The Roxborough,
Ottawa, Canada.

My dear Sir:

I have just received your welcome letter acknowledging my two letters of recent date, and expressing your approval of sending the pine timber letter to Mr. Rockefeller.

I have neglected for several days sending you a description of the various small articles that were forwarded to you a few days ago. I laid out these pieces and would probably have included several others, but I did not know just when Mr. Adams was sending them, until after they were gone. I enclose you a list of the various things with their numbers.

Articles numbered 6, 7, 8, 9. 10, 11, are from the old Chinese tombs, and were washed out in the big flood of the Yellow River some years ago. While these things are not of very great importance, they are rather attractive examples of the ancient art of the Syrian, Greek, Egyptian and Chinese tombs, that you are very welcome to, as I have all my cases full, and on that account had to leave these out, and I do not care to have more than a reasonable representation of each of these national tomb art examples. I hope they may be of some interest to you.

With best wishes from Mrs. Walker and myself, I remain,

TBW K Very truly and sincerely yours, T B Walker

T. B. WALKER.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 18, 1916.

Mr. T. B. Walker,
807 Hennapin Avenue,
Minneapolis, Minn.

My dear Mr. Walker:

I had scarcely concluded my letter to you on another subject when I received intimation of the presence in Ottawa of the box of art treasures which apparently left Minneapolis a few days ago, and received your letter of the 14th instant with a description of the articles contained in the box. I went at the earliest moment to secure their safe passage through the Customs, and last night had the delight of opening the box and discovering the individual pieces one by one. This morning they lie on the table before me, and I hardly know how to express to you my thanks for this wonderful addition to the Walker Collection. Really, you are far, far too generous and kind. The individual pieces charm me beyond words, and the interest in the life of the older civilizations which they not only stimulate but help to sustain is becoming to me more and more one of the really great things of life. Having doubtless had the same experience yourself, you will be able to understand what I mean when I say that having recently ~~I have~~ been reading quite a little of the Old Testament prophets, ~~and~~ I have found that these ancient art treasures have

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

lent an accompaniment to their expressed vision not unlike beautiful music to the dramatic representation of heroic deeds. Along with this I have been reading from the books you gave me on the prophets and on ancient glass, and altogether many evenings and Sundays of the last few months have had a charm thrown about them all of which is of your bestowal. I really cannot tell you how grateful I am, and not the least part of the gratitude is for the personal friendship of which all the rest is but an expression.

I hope some day you may find it possible to visit Ottawa. I should like you to see my little cabinet of ancient glass and other works of art. It is not comparable with yours, but it is of straight lineal descent, and I am sure you would recognize the family to which it belongs in a minute.

By a very happy accident, whoever packed this latest contribution put among other of the papers copies of the Akeley "Tribune" for August 6, 1915, which contain a photograph of yourself and pictures of the interior of your own galleries. I have other and better photos of you, but these are the only views I have of the galleries, and I am indeed glad to have them, for in showing my friends the different articles of the collection much of the pleasure lies in telling them of you and of your own galleries, and the relation they sustain, not only to your family, but to the public.

It is very like you to refer in the modest way in which you have in your letter to these latest gifts. Though you may

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

describe them as of not very great importance, and say that your own cases are full, expressions of this kind in no way lessen my appreciation either of the value of the gifts themselves or of your own generosity. It is as hard for an art collector to part with a treasure as for many parents to part with their own children. Knowing how great your love is for these precious things, if I needed to do so, I would be able to guage something of the affectionate regard of which they speak.

Again, dear Mr. Walker, I thank you with all my heart, and with very kindest regards and wishes to Mrs. Walker and yourself, remain as always,

Sincerely and gratefully yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 17, 1916.

Mr. T. B. Walker,
807 Hennapin Avenue,
Minneapolis, Minn.

Dear Mr. Walker:

I have received this morning from Mr. John D. Rockefeller, Jr. a letter in which Mr. Rockefeller thanks me for allowing him to see your letter in regard to the tract of pine forest in California. Perhaps I cannot do better than quote from Mr. Rockefeller's letter in giving you his position as stated. Mr. Rockefeller says:

> "While I judge from Mr. Walker's letter, which I have read, that this is a very valuable tract, we are not interested to consider investments in timber land, profitable as they may be. Will you, therefore, kindly thank Mr. Walker for the opportunity which he has offered us, and explain to him the reason why I am not considering it?"

I do not see that there is anything I can very well add as to Mr. Rockefeller's position, to what is contained in this communication. Of course, when I next see Mr. Rockefeller, Jr., it will give me pleasure to discuss this matter with him further personally, though I have really no expectation that my so doing would affect his attitude one way or the other. Evidently his office has some policy with respect to investments in timber lands, and is not prepared to consider investments of this particular line.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

May I add that it has been a pleasure to me to place before Mr. Rockefeller the opportunity offered by your letter.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

T. B. Walker,
807 Hennepin Avenue
Minneapolis, Minn.

Jan. 21, 1916.

Hon. McKenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King:

Your long, splendid letter came in this morning, for which I thank you. Mrs. Walker also read it over and was very greatly pleased and interested, and expressed the same friendly feeling and good-will toward you, that you expressed toward us in your letter.

If those things that I sent you are of interest and satisfaction to you, it is much more enjoyable for me that they are in your possession than that they should be here on my shelves without any use for them, at least for some indefinite time. There are, however, several other things that I intended to hunt up and send you, but as I wrote you, I did not know when Mr. Adams had packed and sent them, until they had gone.

I appreciate your courtesy in sending the letter to Mr. Rockefeller, and I feel just as much good-will toward him as though he had been in line to make an investment in the timberlands of California. There is a very limited amount of the pine timber of that variety, and the demand is now beginning to be very great, and in proportion to the supply, will be increasing in the future, and it would have been, I am sure, a very satisfactory deal for him, if he had felt like making such an investment, but as he did not, I certainly would not expect him to do other than to express himself as he did.

I am aware that Mr. Rockefeller has an abundance of means and income, without entering into new fields and enterprises. But I had

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

heard that he or his father had made quite a large investment up in Washington, or Oregon two or three years ago, and I thought if that report was correct, that he might feel like making an investment in this, much preferable tract of timber. However, I see that that is not correct, so that I do not expect him to start in on any new lines of enterprise.

Last year a couple of very enterprising and useful young men students from the University wanted me to give them a letter to Mr. Rockefeller, recommending them to his favor, on account of the usefulness which they are showing in their lecture tours over the western country. I did not give them a letter to Mr. Rockefeller then, but gave them one to Judge Gary, of the Steel Company, to Mr. McCleary, Sec'y of the Steel Institute, and to Mr. Armour, of Chicago. Now, at the end of another year, after several months' trip over the western country, from Montana out through Washington, Oregon, California, Colorado , Arizona, New Mexico and Texas, they bring evidence that meets with the approval of Mr. Armour, Judge Gary, Mr. Louis Hill, Mr. Kellogg, and others, and I finally concluded to give them a letter to you, thinking that it might be a matter of interest enough to you, as representative of the capital and labor department of the two foundations, at least to know what they are doing, and as to the favorable influence and helpfulness of their public addresses among the common people through the western country.

Mr. Louis Hill, of St. Paul, grub-staked them first, several years ago, in a campaign here in Minnesota, in which they were very successful. The next year he sent them on their way over the western country, and in their broader field, their work was very successful

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

McK.K.--3.

and satisfactory, as shown by the multitude of newspaper clippings. This last year, he initiated another campaign for them, and for these two last yeats I have encouraged them and helped them some, so that, at the present time they are preparing for another campaign in Texas, and will be assisted by the same persons who have been interested in their work for the past two years or more, and among the most particularly interested perhaps, is Mr. Louis Hill, who, as you know, is one of the greatest advertisers and most successful in this line of peace, and not war.

I told them yesterday I would give them a letter to you, and I write this to tell you why I do so. They, of course, are hoping that you might feel it to be of sufficient interest in your line of work, to encourage them in working out their campaign. It is not a matter of charity or personal favor, but only a question of its being something that you and Mr. Rockefeller would feel like encouraging or assisting. T hey are not known as representatives of any particular interests, and their campaigns have been running now for three years, and so far as I can see, they have made good use of their time.

With best wishes I remain

Sincerely yours

J D Rockefeller

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30671

Ottawa, January 24, 1916.

Mr. T. B. Walker,
807 Hennapin Avenue,
Minneapolis, Minn.

My dear Mr. Walker:

This is just a line to let you know that I have received and read with great pleasure this morning your kind letter of the 21st instant. I am indeed grateful to Mrs. Walker and yourself for the measure of happiness your friendship has brought, and also for the further appreciation of res eternitatis it has meant.

I shall be pleased to meet the young men of whom you have written, and if it is possible to further their interests shall seek to do so.

With this acknowledgment of your letter, please accept also a renewed expression of thanks for your many kindnesses to me, and best regards to Mrs. Walker and yourself.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30672

Hotel Seville

New York, September 22, 1916.

Hon. W.L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

My dear Mr. King,

I have been in New York for some time looking after some business matters. I have often thought of and wondered about you and as to whether you are at home or possibly, might be here in New York. I would probably have heard something about it or come across you somewhere if you were here. I do not know how long I will remain in New York.

I have been called to be back in Minneapolis by the 12th of next month. It is very likely, I will have to go back but will have to return to New York soon after. Is there any prospect of your being in New York at any time within the next month or two? I would be very glad to hear from you.

Very sincerely yours
W Walker

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, September 25, 1916.

Mr. T. B. Walker,
C/o Hotel Seville,
New York City.

Dear Mr. Walker:

Owing to Mr. King's absence from the city, I have opened and read your letter of the 22nd instant just received. Mr. King left two weeks ago for Colorado and expects to return to Ottawa, I understand, within another fortnight. I shall forward your letter to him immediately. Meantime, however, this note will explain the delay you will probably experience in receiving a reply.

Yours sincerely,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30674 13

Jan 18, 1916.

Mr. Frank Trumbull, Chairman,
National Americanization Committee,
18 West 34th Street, New York City.

My dear Mr. Trumbull:

Some weeks ago, I as Chairman of the Committee on Industrial Relations, wrote you and the other members of your executive committee requesting that the Board of Directors of the National Americanization Committee indorse and urge the use of the American trade and labor unions as Americanization agencies.

My letter remains unanswered except as Miss Frances Keller has replied to it.

As far as I am advised, the Committee ignores my request that my letter be placed before the Executive Committee for discussion and action at the meeting which is to be held at the home of Mr. and Mrs. Edward T. Stotesbury in Phila., on January 18, and evades my urgent plea that you use your powerful machinery of agitation and direct appeal to point out to the immigrant the advantage and necessity of a strong union organizations if he and his fellows are to be protected from exploitation and opression.

Only one conclusion can be drawn from the response to my letter and from a close study of all the publicity material and other literature which you have issued. I am forced to believe that the last thing your Committee desires is the Americanization of the immigrant, and that instead you are attempting to set up a paternalism that will bring the workers of this country even more absolutely under the control of the employer than they are at present.

Among the active members of your Committee are many large employers who are relentlessly resisting any movement that threatens to free their employees from industrial tyranny and gross economic exploitation, and by thus freeing them to Americanize them in the only true sense in which that work can be used.

The problem of the immigrant is the problem of the wage earner. Yet I have studied your literature carefully without finding therein the merest suggestion of a plan that offers relief to the wage earner from the unspeakably wretched conditions that prevail among the underpaid workers on the New York subway, financed largely by the firm of which Mr. Stotesbury is a member; among the employees of the Pennsylvania Railroad, who are deprived of their freedom by an elaborate system of spies, armed guards, bribery of labor leaders, intimidation of public officials, and the maintenance of private arsenals, all directed and authorized by the corporation of which your Mr. Samuel Rea is president; among the admittedly-underpaid employees of the Western Union Telegraph Company, of which your Mr. Jacob H. Schiff is director, and the employees of the Postal Telegraph Company of which your Mr. Clarence H. Mackay is president, both of whom are denied the right to organize and are kept subservient throught the operation of an elaborate spy system; among the construction gangs of the great railroads, such as those directed by you Mr. Howard Elliott, president of the New Haven Railroad, your Mr. Frank Trumbull, executive head of the Chesapeake and Ohio Railroad, and your Mr. C. H. Markham, president of the Illinois Central Railroad, which recently won its relentless fight to crush out effective organization in the shops; or among the

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

steel workers who labor twelve hours a day in the mills of the United States steel Corporation, headed by Your Mr. Elbert H. Gary, which denies its men the right to organise.

Nor can I find any slightest indication on your part that you intend to Americanize the immigrant by striking at the system which permits the idle few to amass high fortunes through their control of natural resources, by which they are enabled to exact a heavy toll in rents and other unearned revenues from the foreign-born workers who inhabit the tenements of our cities and who are dependent for g food, clothing and shelter on the natural resources thus controlled and plundered by men who perform no service. Nor do I see much hope of such action on your part when some of your most active members are among the most notorious recipients of unearned income obtained through the exploitation of land and other natural resources. I refer in particular to Mrs. Vincent Astor, Mrs. Cornelius Vanderbilt, and Mrs. Edward T. Stotesbury.

On the contrary, I find much positive evidence that your efforts are primarily directed to strengthening the chains of industrial tyranny in this country. You propose to sanctify and confirm oppression by waving the American flag in the face of its victims, and by insidiously stigmatizing as unpatriotic any attempts they may make to throw off the yoke of the exploiting interests you represent.

You cite with approval the policy of employers who have used compulsion to force workmen into night schools where they may learn English. You would have employers extend their arbitrary control over the lives of the workers to the workers' leisure hours, dictating to them what they shall do in the evening and threatening them with the loss of their opportunity to earn a living, - that is, with starvation for themselves and their families - if they do not obey.

And it is admitted by you th t this hateful use of arbitrary power by the employer is for the purpose of defeating the efforts of strike agitators, preventing strikes and increasing the economic value of the worker to his employer.

You admit frankly that your problem is "the economic problem of giving the immigrant a chance as a piece of benevolent paternalism", and it does not seem to occur to you that the arbitrary control over the lives of others which permits this paternalism is, together with the economic exploitation and injustic which accompany it, the greatest foe of those things which our forefathers loved and for which America stands.

I do not doubt th t you committee will be friendly to slight wage increases in industries where exploitation has gone to a limit, that threatens to drive its victims to desperation. But in the light of the policies which I have pointed out and the attitude which apparently animates your committee I am not prepared for any really effective exercise of influence to this end, and I must point out that even in accomplishing actual betterments, if any be accomplished, you Committee and those cooperating with it, obviously will be acting in the spirit of men who keep their live stock well fed and healthy in order that they may work the harder and bear their burdens less complainingly.

I should rejoice to believe that I am mistaken in my judgment of your activities. The need of Americanizing this Nation of conquering it for its own people and making our American ideals effective, was never greater. It can be done

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30676
L 13

only by freeing the workers from industrial oppression, and that can be done only by the collective action of the workers themselves.

I cannot agree with the inference contained in Miss Keller's letter that the distribution of literature explaining the advantages and in fact the necessity of labor organizations, if the immigrant worker is to be Americanized, is outside your sphere. You have published posters and other printed matter for circulation to the immigrant, in which you urge him to attend night schools, learn the English language, and become a citizen.

If you are determined wilfully to neglect the American trade and labor union as an Americanizing influence of first importance, I cannot avoid the conclusion that docile subservicncy, not Americanization, is what you desire.

Yours respectfully,

(Signed) Frank P. Walsh.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Retain

(K)

Frank P. Walsh, Chairman of the Committee on Industrial relations, sent a letter to the National Conference on Immigration and Americanization at its sessions today, condemning the purposes of the National Americanization Committee, as attempting to get up a pernitious paternalism. The Walsh letter declared that better standards of living and of citizenship among imigrant workers can only be brought about through the betterment of wages and working conditions and that the trade unions are the agency to do that work. The letter, which was addressed to Frank Trumbull, Chairman of the Americanization Committee, was read by Dante Barton, Vice Chairman of the Committee on Industrial Relations.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30678

Ottawa, January 31, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

Do you think the "Banner" would be agreeable to reprinting any part of the enclosed? If so, I think you will agree with me that its wider circulation in this manner throughout the riding would be helpful to us all politically. Mr. Lundy and yourself, however, would be better judges than I am of the advisability and wisdom of reprinting the article either in whole or in part.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30679

J. M. WALTON & Co.
Bankers
AURORA, ONT.

February 1st, 1916.

W.L. MacKenzie King, Esq.,
"The Roxborough"
Ottawa, Ont.

Dear Sir:-

I have your clipping from the "Star Weekly". This is strong matter and I shall refer it to the editor of the "Banner".

I think it would be a good idea for you to send a few hundred copies of this article to the leading men through the riding. (Star Weekly article)

We are giving a banquet to Reeve Knowles who was elected Warden of York County, next week. If you can come up, we would arrange to send you an invitation.

JMW:WR.

Yours truly,

J.M.W.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

LIBERAL PARTY - LIBERAL MONTHLY
30680

J. M. WALTON & Co.
~~Bankers~~
AURORA, ONT.

February 2nd, 1916.

W.L. MacKenzie King, Esq.,
Ottawa, Ont.

Dear Sir:-

We are doing what we can to push the Liberal Monthly. Where we can get active men to go out and canvass their friends, we get good results, but of course this takes a lot of work.

I have had Mr Goddard send me one hundred subscription blanks and one hundred sample copies. I will write as many personal letters, and mail them to as many active workers, urging them to at once make a canvass. In the same letter, I will also call attention to the advisability of putting the 'Toronto Globe' in the hands of the electors during the Parliament session.

JMW:WR.

Yours truly,

J. M. Walton

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, February 2, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

I am glad you liked the article. I have anticipated your suggestion in part by sending copies of the article to all the officers of the polling sub-divisions in the riding, and to a few others. If you have any names to suggest of persons to whom it would be well to send other copies, I should be grateful to you if you would let me have them.

I doubt if it will be possible for me to come up to the Banquet to be given to Reeve Knowles next week in honour of his election as Warden of York County; but I appreciate none the less your kindness in offering to arrange to send an invitation should this be possible.

Yours sincerely,

W. L. MACKENZIE KING

P.S. Since dictating the above your letter of the 2nd inst. telling of your efforts on behalf of the Liberal Monthly has come to hand. You are doing splendid work. I have written personal letters and sent blanks to each polling subdivision officer, but the more letters the better.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

GENERAL ELECTION OF 1917 - NORTH YORK

30682

Ottawa, March 13, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

You have doubtless received from Mr. Adams, the General Secretary of the Reform Association, the circular notice of March 9th directing attention to the circumstance that at this period of the year the first steps are being taken for the preparation of the Voters' Lists, in that the assessors in nearly all the municipalities in Ontario are now making up the rolls for the year.

I am sending Mr. Adams, in accordance with his request, a list of the Chairmen of the different sub-divisions in the riding, that he may distribute to them the necessary instructions. If as Secretary of the Association for the riding you can put in a word with any of our friends which will help to further their activities by way of having the Lists for the present year as favorable to the Liberals as it may be possible to get them, I am sure that all such effort will not be without its reward when the day of polling comes. It is an <u>absolute certainty</u> that the Lists as revised this year will be the lists on which the fate of the riding in the

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

next Federal election will turn. If we carry the Federal, as I believe, with united and persistent effort, we shall, the redeeming of the riding in the Provincial fight should be comparatively easy. I hope all our friends will see how very opportune the present moment is, and be inspired to take the fullest advantage of it to insure definite victory.

With kind regards,

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30684

J. M. WALTON & Co.
~~Bankers~~
AURORA, ONT.

March 14th, 1916.

W.L. McKenzie King,
"The Roxborough",
Ottawa, Ont.

Dear Sir:-

I have sent the list of the chairmen and secretaries of the various Polling Sub-divisions, and I will call attention to the preparation of the list as widely as possible.

I am going West this spring for two months.

JMW:WR.

Yours truly,

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

MR. KING'S WAR SERVICE
30685

Ottawa, April 13, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

Do you think the Editor of the "Banner" would be agreeable to giving space in his paper to this cutting from the Toronto "Globe" of April 10th. If so, I should be very grateful to you if you could secure its insertion for me. It will help, I think, to let our friends see the significance of the work done in Colorado last year.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ ✓ Mr King's Seat in Parliament
30686 - North York
✓ Liberal Party - National Liberal Advisory Committee

J. M. WALTON & Co.
~~Bankers~~
AURORA, ONT.

June 12th, 1916.

Hon. W.L. MacKenzie King,
"The Roxborough",
Ottawa, Ont.

Dear Sir:-

The King Township Liberals are planning for their annual picnic, proposed to be held at Kettleby, July 15th. We are asking Mr Rowell to speak this year.

Kindly let me know whether you will be able to act on that date. I have just returned from a two months' trip to Alberta.

JMW:WR.

Yours truly,

J. M. WALTON

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30687

Ottawa, June 19, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

I am glad to gather from your letter of the 12th instant that you have safely returned from your two months' absence in Alberta. I hope your trip was both pleasurable and profitable.

My father and mother have given up their house in Toronto at 4 Grange Road, and have moved to 236 Avenue Road, which I am happy to say is on the line to and much nearer North York. I spent all of last week in Toronto looking after the affairs incidental to the moving, and had hoped we might be through in time to give me a chance to run up as far as Aurora. I found, however, that the work was all I could manage in the week's absence I had arranged for, and unfortunately I was unable to get up to see you. This will explain why your letter of the 12th has not received an earlier acknowledgment.

Concurrently with your communication comes one from the Secretary of the National Liberal Advisory Committee mentioning that Sir Wilfrid has convened a meeting of the

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Committee to be held in Ottawa just about the date proposed for the Kettleby Picnic. With the work I have to complete before taking my vacation, I doubt if it will be possible for me to arrange to take in the three days' meeting of the Liberal Advisory Committee and incur further absences during the month of July. I have been counting on taking my vacation in the latter part of August and of being in the Riding, but, with the week I have been obliged to take off during the past ten days, I doubt if it will be possible for me to hope to secure my vacation at the time mentioned, unless I devote every hour in the interval to pressing features of the work I have in hand, and which must be completed before I can take any time off. Any time in July is out of the question because of engagements already made and others which I have had to cancel because of being behind in the special work I have to do. I am sorry to have to be explicit as to this, but with what I have in hand I really have no alternative.

I hope Mrs. Walton is well, and that you yourself are enjoying the best of health.

With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

√ Mr King. * A Seat in Parliament.
North York

30689

Accident Branch

Norwich Union Fire Insurance Society Limited

FOUNDED 1797

ACCIDENT, SICKNESS, EMPLOYERS' LIABILITY, AUTOMOBILE, PLATE GLASS.

HEAD OFFICE FOR CANADA AND NEWFOUNDLAND

NORWICH UNION BUILDING, 12 & 14 WELLINGTON ST. E. TORONTO

Agency Aurora June 22. (1916)

Dear Mr King, Just a word saying I
received your announcement
kindly. See nice. Com. papers thus
very much; we will take liberty
putting your name among
speakers expected unless you think
your absence would be the more
accentuated thereby.

We are getting out bills on a
few days. Our band 48th, Highlanders
Band Toronto also expect the
Brass & Bugle band of the 220th
York Rangers. We will donate
Rounds to the York Rangers Overseas
Batt. It is too bad you cannot
be on hand. We expect typical
crowd that last year.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30690

Letter per nie Mss now in
styled Military & Patriotic Perks:
Taches not 19.1.4/

If you decide that you can serve
later on mi:
the details would be left to
work out & complete
by us.

Yrs J.M.W.

J. M. WALTON.

Thanks for reading Paper.
M. Laurier

NORWICH UNION BUILDING, 15 & 17 WELLINGTON ST. E. TORONTO
HEAD OFFICE FOR CANADA AND NEWFOUNDLAND
FOUNDED 1797
ACCIDENT BRANCH
AUTOMOBILE
EMPLOYERS' LIABILITY
PLATE GLASS

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30691

Working at Seat in Parliament -
North York

Ottawa, June 24, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

As I think we arranged for the Voters' Lists being sent to your office, perhaps you would be so kind as to note the request contained in Mr. Adams' letter herewith. If any lists are sent on to me other than the single copies which I have heretofore received, I shall see that two copies are sent to Mr. Adams and the balance returned to you.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr King & Sir John Salisbury - North York

30632

J. M. WALTON & Co.
Bankers
AURORA, ONT.

July 3rd, 1916.

Hon W.L. MacKenzie King,
"The Roxborough",
Ottawa, Ont.

Dear Sir:-

Your note of June 26th is received. It is very important that you should be on hand. It is about as urgent, as that you should make your appearance at your own wedding.

We are making very special arrangements. I am sending you a copy of the handbill.

JMW:WR.
1 enc.

Yours very truly,

J.M. WALTON

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ Mr King - A Seat in Parliament -

30693

Could have Mount York

J. M. WALTON & Co.
Bankers
AURORA, ONT.

July 10th, 1916.

Hon W.L MacKenzie King,
"The Rexborough",
Ottawa, Ont.

Dear Sir:-

Last week I had the misfortune to step on a rusty nail and I have been laid up ever since. I am able to walk a little to-day but something might prevent my being at the Picnic on Saturday.

It is very urgent that we both should be there, and should I be unable to be there, it is more urgent than ever for you. From your visit last year, you will see the importance of this gathering. There is a universal inquiry as to whether you will be there.

JMW:WR. Yours very truly,

J.M. WALTON

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr King - Address in Parliament. North York

30595

J. M. WALTON & Co.
~~Bankers~~
AURORA, ONT.

July 25th, 1916.

W.L. MacKenzie King, Esq.,
"The Rexborough",
Ottawa, Ont.

Dear Sir:-

We are very glad to know that you enjoyed your visit to the Picnic. In point of publicity, it was the best picnic we have had. The Toronto papers all took a large space in reporting the speeches. The Newmarket Era published your speech in full and the Aurora Banner gave a good precis. The public spoke most enthusiastically of the event. I am not sure what we may do next year but we have reason to be very well satisfied with this year's event.

The Methodist Church minister at Kettleby said in the course of his sermon that the committee deserved great credit and the people were much benefited by inviting men of the calibre of Mr King whose address was one of the most cultured and uplifting he had ever listened to. One of his congregation, after the service, said that possibly it might arouse some criticism. Mr Fox was very

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30695



Mary.

Sept. 1916
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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

J. M. WALTON & Co.
Bankers
AURORA, ONT.

much surprised to hear that Mr King was the Liberal candidate for North York.

My wife and the baby are very well at the time of writing you. They are spending a couple of weeks in the country. I am busy attending Garden Parties. I have attended three this week.

Our friend across the street has a young fellow in the work of Aurora organization. They are appointing captains for small sub-divisions of the town. The young man is employed in the Parliament Bldgs., but he seems to be giving all his time to Aurora organization work.

I am working away on the revision of the lists.

JMW:WR.

Yours truly,

J. M. WALTON

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30697

J. M. WALTON & Co.
Bankers
AURORA, ONT.

September 29th, 1916.

W.L. MacKenzie King, Esq.,
"The Roxborough",
Ottawa, Ont.

Dear Sir:-

Dr Chas Noble, Sr., of Sutton West, a retired physician, has discovered what he believes to be a sure cure for Hook-worm. He would like to get the address of the Rockfeller Institute, Medical Research branch.

If you can forward him this, it will please him. He is a great old Liberal. If he is as good on hook worms as he is on politics, they will want to get the formula sure. His son is now practising in Sutton. I am not sure that the old man will get much satisfaction from the Institute but still we must give him our consideration. I will leave it to you to write to him.

JMW:WR.

Yours very truly,

J.M.W.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30698

Ottawa, October 2, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

Dear Sir:

Your letter of the 29th ultimo addressed to Mr. W. L. Mackenzie King has been received here in his absence. Mr. King, as you probably know, accompanied his mother on a visit to her son, Dr. D. Macdougall King, in Colorado. They have not returned, but I expect that Mr. King at least will be in Ottawa within the next week or ten days. I shall place your letter before him immediately on his return.

Meantime, however, I am addressing a letter to Dr. Charles Noble, informing him of the address of the International Health Commission, which has undertaken the study of the Hook-worm disease, and sending him a copy of the latest report issued by the Commission.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30699

Ottawa, October 2, 1916.

Dr. Charles Noble, Sr.,
Sutton, Ontario.

Dear Sir:

Mr. J. M. Walton has addressed a communication to Mr. W. L. Mackenzie King, telling him of your interest in the study of the Hook-worm disease, and of your desire to know the address of the Rockefeller Institute.

Mr. King accompanied his mother three weeks ago on a short visit to his brother in Colorado. He has not yet returned, but is expected to be in Ottawa within the next fortnight. Meanwhile, however, I am glad to be able to inform you that the International Health Commission, established by the Rockefeller Foundation in 1913, is the organization which has undertaken the study of the Hook-worm disease. Dr. Nickliffe Rose is the Director-General of the Commission, and may be addressed at 61 Broadway New York.

Under another cover I am sending you a copy of the Annual Report of the Rockefeller Foundation for 1913-14. This volume contains the latest published statement regarding the work of the International Health Commission, which you will

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

find between pages 35 and 128. Other references will be seen also on pages 11-16, and on page 162 you will find a list of the officers and members of the Commission.

Upon his return I shall let Mr. King know of your inquiry, and I am sure he will be only too pleased to give you any further information you may desire to have.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

GENERAL ELECTION OF 1917
30701 - NORTH YORK

Ottawa, October 14, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

I returned to Ottawa yesterday and have just had opportunity to look through the mail that has accumulated during my absence. Among other papers, I find the list of Aurora appeals. Certainly you and those of our friends who have co-operated with you have been more than industrious in looking after the lists in Aurora. The circumstance that our friends have done so well and that the other side have been indifferent to the revision may prove the factor which will be just sufficient to turn the election our way, both in your own case and mine.

Had circumstances been other than what they have been, I should probably have been in the riding with you a little at this time, but with the loss of my father, the closing up of our Toronto home, and taking my mother out to be with my brother for a short time, such days as I had set apart for a vacation have been consumed with necessary duties, and as in the past I have had, where I have fallen short in many things, to rely upon the understanding of my friends.

Let me thank you for your letter respecting the revision; also for the mention it contains of your conversation with Judge

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Denton. I am surprised at his saying that he did not know me, for I have had many talks with him on different occasions. Surely he is mistaken. If so, it only affords a stronger reason for acting on your suggestion to call upon him when in Toronto, and this I shall watch for an opportunity of doing.

I had thought that possibly you and some of our friends might be at the London gathering, and that we would have a chance for a word together there. It was a brilliant affair, and augurs well for the future success of Liberalism in the Province. Everywhere I go the impression strongly prevails that both governments are certain of defeat. We must leave no stone unturned to make that assurance doubly sure.

With all good wishes, Believe me, dear Walton,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30703

Ottawa, October 14, 1916.

Mr. J. M. Walton,
Aurora, Ontario.

My dear Walton:

Have you at hand information which will answer the request contained in the enclosed communication of September 16th from Mr. Goldard? If you could give the information for Aurora, doubtless Aubrey Davis or Howard Cane would be pleased to supplement it with data for Newmarket. As the matters mentioned in the circular letter will likely come up for discussion in Parliament, I am sure that any effort in securing the information will be more than repaid with the helpful results we may anticipate from disclosures made.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

GENERAL ELECTION OF 1917 — NORTH YORK

30704

J. M. WALTON & Co.
Bankers
AURORA, ONT.

October 16th, 1916.

W.L. MacKenzie King, Esq.,
"The Roxborough",
Ottawa, Ont.

Dear Sir:-

I have your letter of October 14th. In regard to the Aurora appeals, I am sorry to say that the activity was all on the side of our opponents. For several weeks they had an Aurora man who is employed in the Ontario Parliament Bldgs., who gave his nights and some days to organizing the Town and looking after the lists.

In addition to this there were no less than eight Government employees or contractors assisting, as well as the usual party workers.

I could not get a good working committee to give time to revision work in this town, and as my own lists that I was able to compile, were mostly 'strike-offs', I thought it would be better to make no appeals at all, for this town. I spent many days and nights, going as far, in many cases, as ten miles from town, to meet with the committees of the various Polling Sub-divisions, and I positively could not do Aurora.

So far as the Courts are concerned, however, we have done well enough and neither Armstrong nor Lennox have appeared. There are only Aurora, Newmarket and King Courts to be held yet. The appeals are now all in and the time for filing is past.

Armstrong seems to be taking no pains and does not interest himself in public affairs locally. There are persistent rumours that he expects to get a position in the Customs. In King Township it is said that Alex Mc Murchy, Ex-Warden, may be candidate instead of Armstrong.

There are rumours from certain parties who are in close touch with the Provincial candidate, that he is seeking a position, and that if he succeeds, he will not again be candidate; however, I am not convinced yet that there will be any change. ~~in either candidate~~

In regard to Judge Denton's conversation with me, I may have misunderstood him. He might have meant that he would like to make a closer acquaintance with you. I would like very much to have gone to London, but with the loss of time and expense in connection with this division, this fall, I could not very well get away. The meeting did much good.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

J. M. WALTON & Co.
Bankers
AURORA, ONT.

W.L.M.K.....2.....

Re Goddard's letter.

I gave him, through Quartermaster Jory, of the Muskoka Battalion, some very good matter regarding parties and favoritism. So far as North York is concerned, there has been nothing to complain of. It is true that Lt-Col Lennox was given a commission but while he has not had military rank, except Lieutenancy, which he obtained many years ago in the militia, still he has done his best to recruit a battalion, and he was not given preferment to the detriment of any person else.

I am told he has never tried his examinations for Captain or Major, but if I am not mistaken, some men with connections and a certain amount of push who had within them the possibility of raising a battalion, were given these positions. His battalion isn't yet up to strength but he is working hard to get recruits, and I would not think there was any complaint to be made on his appointment.

The wife and baby are very well and join in greetings to you. I hope your mother and brother are comfortable and happy in Denver.

JMW:WR.

Yours sincerely,

J. M. W.

Do not remember to send to Mr. Shenly Reformation in Jan 1917.
Last year we missed

W. L. Mackenzie King Papers
Volume 34

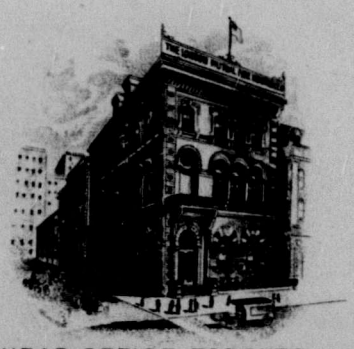
PUBLIC ARCHIVES PUBLIQUES
CANADA

WWI - CONSCRIPTION

30706

A.H C.CARSON
PRESIDENT.

F. D.WILLIAMS,
VICE-PRES. AND MANAGING DIRECTOR.



A.T. PLATT,
SECRETARY.

J.BROWN,
UNDERWRITER.

CABLE ADDRESS "LONDONFIRE"

ESTABLISHED 1859.

HEAD OFFICE: TORONTO.

THE LONDON MUTUAL FIRE INSURANCE CO.
OF CANADA.

Dec 13th 1916

Dear King:

Many thanks for the book "Chicks of Aerbion" which I have read with much pleasure and benefit.

I can all willingly extend best wishes for the New Year.

This skipping may be entertaining for a while. No doubt the valiant Knight will straightway introduce the measure in the Commons. Lloyd George and the Lake will be along way back in the procession when one he gets his feet on the floor. Bennett couldn't go so far at Toronto on the same night.

W. L. Mackenzie King Papers
Volume 34

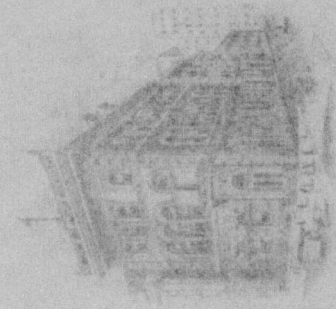
PUBLIC ARCHIVES PUBLIQUES
CANADA

30707

Lawson says that
Recruiting has reached
the limit. The
Citizens War Auxiliary
and all their organizations
are paralized
Recruiting Officers at this
depot tell me that it is
costing $300 actual expense
for each recruit gained
in the last three months
The card system is weak;
I do not think any eligible
man will fill his card
out
But it is a big
subject; also the
most crucial day
we will ever pass.

Yours

J.M. WALTON



W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

GENERAL ELECTION OF 1917
30708 -NORTH YORK

J. M. WALTON & Co.
~~Bankers~~
AURORA, ONT.

December 27th, 1916.

MacKenzie King, Esq.,
"The Roxborough",
Ottawa, Ont.

Dear Sir:-

We propose to hold a business meeting of the Reform Association in about two weeks. I will not set the date until I hear from you. It is thought best not to hold a public meeting this year but to have a business meeting for the election of officers and to discuss the situation.

For many years there has been no revision of the officers of the association and a great many of the young men think that the plan is not a good one. Therefore, we could this year have the offices re-cast and make an effort during the next few months to have a thorough revision of our organization. It takes a great deal of time, effort and expense to thoroughly re-organize a constituency. Many of our P.S.D's have not properly elected committees in the last ten years so we need a thorough house-cleaning. However, we can discuss that later.

What I want to know is whether you can come and what date would be most suitable for you.

JMW:WR.

Yours very truly,

J M Walton
per W.R.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

GENERAL ELECTION OF 1917

30'709 NORTH YORK

Ottawa, December 30, 1916.

Mr. J. H. Walton,
Aurora, Ontario.

My dear Walton:

I am pleased to know that the Executive has decided to hold a business meeting of the Reform Association instead of a public meeting. I think that decision is a wise one, seeing that it will avoid a possible controversy which very little said one way or the other in public addresses would arouse at this time. A thorough reorganization of the entire working machinery throughout the constituency such as your letter suggests would be the most effective thing for the ensuing year, during which, without a doubt, we shall have a contest.

If it is imperative that the business meeting should be held within a fortnight I shall endeavour to arrange my plans accordingly; but it would in every way be more convenient for me if the time of the meeting could be a little later. As you know, I have no transportation on any of the railroads, and the expense of taking the trip from Ottawa and return is not inconsiderable. It is almost certain that other matters will arise which will require my presence in Toronto during February, and there would be besides the saving of the time and expense

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

of the two journeys, and the added advantage of knowing a little more definitely what the situation is pretty certain to be politically, were the business meeting so arranged that it would come after, rather than before, the opening of Parliament, the time thought of in connection with the public meeting.

One other matter makes it a little difficult for me to leave just now. I brought my mother back with me from Walkerton, after spending the Christmas vacation with my sister there. She has hardly become accustomed to The Roxborough, and I have hardly had time as yet to arrange for the necessary help to be with her while I am occupied, and particularly while I am away. I hope, however, to be able to work this feature out satisfactorily early in the course of the New Year, so that I may have a greater sense of freedom and be relieved of anxiety in the event of having to leave her alone at any time.

I am hoping that among the possibilities of the New Year will be a change of political conditions such as will justify me in arranging for a little home for both of us in North York. Were I to get my heart's desire for the New Year, that, I think, would come very near the fulfillment of it.

I shall appreciate any arrangement you can make for the date of the business meeting, and quite regardless of all other considersations shall seek to arrange matters so as to be present.

With best wishes for the New Year, Believe me, dear Walton, as always,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Personal and
Confidential

Ottawa, December 4, 1916.

Mr. G. A. Warburton,
223 Blythwood Road,
Toronto, Ontario.

Dear Mr. Warburton:

There are indications in the natural movement of events which point to the possibility of a Federal election some time during 1917. As you know, I am a candidate for North York, and because of its proximity to Toronto as well as for other reasons, I imagine the contest there will be a very keen and strenuous one. As I intend to fight all efforts at corruption as vigorously as possible, I am particularly anxious that my own organization should be above reproach and as efficient as may be possible. It may be out of place to inquire whether you yourself could be tempted or induced to consider the supervision of this work for me when the time comes. It would probably mean a month away from other duties. You might not wish to be so closely identified with party politics, and also you might not find it possible to spare the time from other duties. Besides, to organize a single riding rather than a province might seem in the nature of too small an effort. However, I know you will not hesitate to tell me exactly how you feel about the suggestion, and, what is equally important, should you be unable to consider it yourself, it is just possible you may

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

know the right man for the work. By the right man, I mean some one who has the necessary knowledge of methods, the right kind of tact, and above all else, the necessary industry and integrity. If you have such a one in mind and should be unable to think of entertaining the idea yourself, perhaps you could, let me have his name put in a word which would help me to secure his services when the time comes.

I am writing thus early that I may leave no stone unturned. Of course it may be a half year or more before a contest comes on, but I am anxious to be prepared.

Please regard this letter as wholly confidential.

With kind regards,

Yours very sincerely,

W L. MACKENZIE KING

Have no grounds to go on as to the probability of an election next year but my own surmises and they are based wholly upon press reports and rumours. (Wylie)

Do you know Mr. Newton Railly? I am told he would be a good man for this purpose.

W.L.M.K.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30713

HARRY RYRIE, PRESIDENT
G. H. WOOD, VICE-PRESIDENT
T. BRADSHAW, VICE-PRESIDENT
A. F. WEBSTER, TREASURER
G. A. WARBURTON, GENERAL SECRETARY

THE TORONTO
YOUNG MEN'S CHRISTIAN ASSOCIATION
36 COLLEGE STREET
CABLE ADDRESS "MANHOOD"

December 6th, 1916.

Confidential

Honorable W. L. Mackenzie King,
The Roxborough,
OTTAWA, Ontario.

My dear Mr. King,

Your letter of December 4th reached me last night and I am grateful that you think of me in connection with the important work mentioned in it. You are quite right, however, in suspecting that I could not for one moment think of taking up any political work of a partisan character, and I am very much afraid that I cannot suggest a good man to you.

As to Newton Wylie, he is brilliant, spectacular, efficient in his own way, but for two reasons I am afraid he would not be available: first, he is not in the city, but is a student at Harvard, second, he is not a Liberal but a Conservative in politics, though very friendly with Mr. Rowell and Mr. MacKay of the Globe.

At the present moment no one occurs to me whose name I could suggest to you. Mr. Rowell has W. C. Rean who is an admirable fellow, Liberal to the core, and a good organizer, a man of high ideals and genuineness. I recommended him to Rowell. I am afraid that I am not in a position to help.

With kind regards,

Sincerely,

G. A. Warburton

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30714

Confidential Ottawa, December 7, 1916.

Mr. G. A. Warburton,
Toronto Central Young Men's Christian Association,
College Street,
Toronto, Ontario.

Dear Mr. Warburton:

I thank you for your reply to my letter of the 6th instant. It is as I had supposed respecting yourself, but I am glad to know definitely that you are not available and to have the information which your letter gives me with respect to Mr. Newton Wylie.

Perhaps I may be able to get the loan of Mr. Rean from Mr. Rowell when the time comes. If you should by chance see him in the interval, and could put in a word for me, I shall be grateful.

With kind regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30715

HARRY RYRIE, PRESIDENT
S. H. WOOD, VICE-PRESIDENT
T. BRADSHAW, VICE-PRESIDENT
A. F. WEBSTER, TREASURER
G. A. WARBURTON, GENERAL SECRETARY

THE TORONTO
YOUNG MEN'S CHRISTIAN ASSOCIATION

36 COLLEGE STREET

CABLE ADDRESS "MANHOOD"

PRIVATE

December 9th, 1916.

The Honorable W. L. Mackenzie King,

O T T A W A.

Dear Mr. King,

I suppose you have considered the question of the effect upon your candidacy of your prominent connection with the Rockefeller interests and the fact that you spend most of your time in New York. I have heard, in certain rather well-informed quarters, that this is regarded as a very serious handicap, and I thought it the part of friendship to tell you of it.

While I am not a partisan, I should like to see a far larger number of men in public life who share your ideals and I should not like to see any friend of mine put in an impossible position.

Sincerely,

G. A. Warburton

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Private

Ottawa, December 11, 1916.

Mr. G. A. Warburton,
Toronto Central Young Men's Christian Association,
Toronto, Ontario.

Dear Mr. Warburton:

I have received this morning your kind letter of the 9th instant, and very much appreciate its generous expression of good-will towards myself, and the evidence of it which writing as you have so clearly discloses.

Naturally I have considered the main points of attack likely to be made against my candidacy, but it has never seemed to me that, with an opportunity of placing the truth before the electors, I should have occasion for aught in the nature of embarrassment because of my relationship with the Rockefeller Foundation. Such prejudice as my opponents may seek to arouse on this score will, I believe, afford me opportunity of saying a little about my own work of the past year or two which at any other time and on other grounds would be inappropriate, and which I think I may count upon as strengthening rather than weakening my chances of election.

Your letter speaks of my prominent connection with the Rockefeller interests and of the fact that I spend most of my time in New York. It may come as a surprise to you for

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

me to say that I have not now, and never have had, any connection with the Rockefeller interests, and that, far from spending most of my time in New York, I have not, in the eleven months of the present year, spent the equivalent of three weeks in that city, and do not expect to add a day to that time already spent there before the year closes. The Rockefeller Foundation is no more concerned with the Rockefeller interests than is the Rockefeller Institute for Medical Research. Both are organizations of a philanthropic and scientific nature, having no connection whatever, through the charters under which they operate, with any Rockefeller interests. It is true that both organizations have the Rockefeller name, but each is administered by a body of trustees chosen in accordance with the Act which controls the administration of their funds, and it is to the public, through the trustees, that the persons retained by each of these organizations are responsible, and not to any of the Rockefeller interests.

The circumstance that in connection with my studies of industrial relations, I sought, through the opportunity they presented, to improve conditions for large numbers of workingmen and their families, by voluntarily selecting Colorado as a laboratory for investigation, and, in response to his request for the same, by making suggestions to Mr. Rockefeller, Jr. as to how labor conditions there might be improved, does not, so far as I am able to see, make me in any sense a person connected with the Rockefeller interests. What I did in the way of investigation and suggestion

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

in this particular case I would have been as ready to do in any other had ~~the same~~ like possibility of helping my fellowmen presented itself.

When I went to Colorado, a condition was just terminating which was little short of that of actual civil war. I found hundreds of men and their families on the verge of starvation. If, by doing what was in my power to secure $100,000 from the Rockefeller Foundation to relieve this starvation, and by assisting in bringing about a changed attitude in the relations between employers and employees, whereby there are to-day in many of the mining communities of Colorado hundreds of contented and happy homes, where at the time there was only bitterness and hate, I have done aught which is likely to lessen my chances of public success, it is something I am quite willing to risk the possibilities of political defeat to discover.

So far as being in the United States is concerned, as already mentioned three weeks will cover the extent of my time in New York City for this year. I think about an equal period would cover the extent of time spent in New York the year preceding; possibly, because of my wish to be present at hearings of the United States Industrial Relations Commission in that city in 1915, the time spent in New York ~~may~~ last year have been a little longer, but it cannot have been many days more. After my father's death in the fall of this year, I took my mother to

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

see my brother, who is an invalid in Denver, and together we spent a few days with him, and I went on as far as San Francisco for a day. A month ago I went from New York to Johns Hopkins Hospital to have a slight operation on my nose and throat. This kept me a fortnight in Baltimore. Excepting ~~as~~ these two occasions, and the three weeks time altogether given to New York, I have been in Canada practically every minute of the time throughout the whole of this year. I think an actual calculation will show that, excepting the visit to my brother and the stay in the hospital in Baltimore, the actual time I have spent in the United States this year is less than the time which the Premier, Sir Robert Borden, between his visits to the Hot Springs and the acceptance of invitations elsewhere, has spent in that country this year. If, therefore, I am to be especially pilloried for the time spent across the line, I think I should be able to make out a reasonably good case why those who throw the stones had better consider carefully in the first instance where they are likely to hit.

(understanding his pressure of business conditions and his war responsibilities with respect to Canada's relation thereto.)

I mention these facts at length to you, because I appreciate your genuine friendliness in writing me as you have. Some of those who have been ready to criticize my connection with the Rockefeller Foundation have never sought to ascertain the facts concerning it. Many of them, no doubt, would be as surprised as you will be in reading this letter to learn that they are exactly as I am stating them. But the circumstance that the truth is not what others may, through lack of inquiry,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30720

have assumed it to be, is hardly my fault, nor do I think that the ignorance of the truth on the part of others is a ground upon which one's desire to serve one's own country in Parliament should be prejudiced.

I shall be interested in knowing if, after learning the facts as I have here mentioned them, you continue to share the opinion that circumstances as you may have conceived them will remain "a very serious handicap". Perhaps, too, you would do me the kindness, as favourable opportunity presents, of giving to the "well-informed quarters" the information which this letter contains. It may be a surprise to them, as I am sure it will be to you, to see how really "well-informed" they have been as respects the facts of which they are fearful.

Again thanking you for your letter, and with kindest regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30721

Private

Ottawa, December 11, 1916.

Mr. G. A. Warburton,
Toronto Central Young Men's Christian Association,
Toronto, Ontario.

Dear Mr. Warburton:

I have received this morning your kind letter of the 9th instant, and very much appreciate its generous expression of good-will towards myself, and the evidence of it which writing as you have so clearly discloses.

Naturally I have considered the main points of attack likely to be made against my candidacy, but it has never seemed to me that, with an opportunity of placing the truth before the electors, I should have occasion for aught in the nature of embarrassment because of my relationship with the Rockefeller Foundation. Such prejudice as my opponents may seek to arouse on this score will, I believe, afford me opportunity of saying a little about my own work of the past year or two which at any other time and on other grounds would be inappropriate, and which I think I may count upon as strengthening rather than weakening my chances of election.

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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

see my brother, who is an invalid in Denver, and together we spent a few days with him, and I went on as far as San Francisco for a day. A month ago I went from New York to Johns Hopkins Hospital to have a slight operation on my nose and throat. This kept me a fortnight in Baltimore. Excepting ~~on~~ these two occasions, and the three weeks time altogether given to New York, I have been in Canada practically every minute of the time throughout the whole of this year. I think an actual calculation will show that, excepting the visit to my brother and the stay in the hospital in Baltimore, the actual time I have spent in the United States this year is less than the time which, (notwithstanding his pressure upon me) the Premier, Sir Robert Borden, between his visits to the Hot Springs and the acceptance of invitations elsewhere, has spent in that country this year. If, therefore, I am to be especially pilloried for the time spent across the line, I think I should be able to make out a reasonably good case why those who throw the stones had better consider carefully in the first instance where they are likely to hit.

(and this even with responsibility with respect to Canada's relations thereto.)

I mention these facts at length to you, because I appreciate your genuine friendliness in writing me as you have. Some of those who have been ready to criticize my connection with the Rockefeller Foundation have never sought to ascertain the facts concerning it. Many of them, no doubt, would be as surprised as you will be in reading this letter to learn that they are exactly as I am stating them. But the circumstance that the truth is not what others may, through lack of inquiry,

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

have assumed it to be, is hardly my fault, nor do I think that the ignorance of the truth on the part of others is a ground upon which one's desire to serve one's own country in Parliament should be prejudiced.

I shall be interested in knowing if, after learning the facts as I have here mentioned them, you continue to share the opinion that circumstances as you may have conceived them will remain "a very serious handicap". Perhaps, too, you would do me the kindness, as favourable opportunity presents, of giving to the "well-informed quarters" the information which this letter contains. It may be a surprise to them, as I am sure it will be to you, to see how really "well-informed" they have been as respects the facts of which they are fearful.

Again thanking you for your letter, and with kindest regards, Believe me,

Yours very sincerely,

WLMIC.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

30726

HARRY RYRIE, PRESIDENT
G. H. WOOD, VICE-PRESIDENT
T. BRADSHAW, VICE-PRESIDENT
A. F. WEBSTER, TREASURER
G. A. WARBURTON, GENERAL SECRETARY

THE TORONTO
YOUNG MEN'S CHRISTIAN ASSOCIATION

36 COLLEGE STREET

CABLE ADDRESS "MANHOOD"

December 12th, 1916.

Honorable W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario.

My dear Mr. King,

I have your letter of December 11th, and am very glad to get such a complete explanation of your position, and also to have my own ideas corrected regarding the amount of time that you have spent in New York and the United States.

In spite of what you say, does it not occur to you that I would be as likely to have somewhat intimate knowledge as any other citizen in Canada, and I am amazed to find that the facts as given by you do not at all agree with my previous impressions. May it not be true that this impression is quite widespread, and will it not be difficult, if not almost impossible, to overcome that impression already existing and given color to by the publicity that has taken place from time to time with respect to your work in Colorado? Of course, you have had experience in politics and I have not, but my general idea is that when an impression like this has once lodged itself in the minds of the people no amount of direct statement will ever efface it.

Then, what you say regarding your relations to the Rockefeller interests may not be fully convincing. For myself, I know that your relation is very helpful,and I also know that it is no disgrace but an honor to be associated with a gentleman like Mr. Rockefeller, Jr., whose Christian character I fully believe in and appreciate. At the same time I do think that it is a great handicap and will prove to be so in your contest.

I am delighted that you received my note in the same spirit in which I sent it, which was, as you know, nothing but that of genuine friendship.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30727

HARRY RYRIE, PRESIDENT · G. H. WOOD, VICE-PRESIDENT · T. BRADSHAW, VICE-PRESIDENT · A. F. WEBSTER, TREASURER · G. A. WARBURTON, GENERAL SECRETARY

THE TORONTO
YOUNG MEN'S CHRISTIAN ASSOCIATION

36 COLLEGE STREET

CABLE ADDRESS "MANHOOD"

Honorable W. L. Mackenzie King

It would seem to me that if I were going to be a candidate in Canada I would consider the most important thing that I had to do to emphasize my Canadian relations, and especially to disabuse the minds of the people by means of newspaper articles of any wrong impression that they might have. That this impression exists I am absolutely certain, though it may be and I think is in this case, as it so often happens, that the facts if they were all known would not justify the people holding the views they do.

I wonder if I am right in assuming that votes are influenced by sentiment almost as much as by any other one thing. Logic, argument, and facts, undoubtedly have an important place, but I have always thought of the emotional element in elections as constituting the most vital thing. I think there has been no more clear manifestation of this than occurred in the last general election, when the Conservatives made very adroit use of the "Imperial" cry, and really put the Liberals on the defensive. Having lived in the United States for so many years I knew well enough that the facts did not justify the assumptions that were made, but it was a good political move, none the less, to put that idea forward. Although I was out of the country during Mr. Rowell's campaign in 1914, I was told that a cartoon which showed a man dead drunk and disgusting in appearance, with an intimation that those who voted against Mr. Rowell were likely to drift into that unfortunate condition, really reacted against Mr. Rowell because the sentiment in it was extravagant; in other words there was a revulsion of sentiment against him.

But you know about these things - I only guess, and probably I shouldn't have written you before.

Sincerely,

G. A. Warburton

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, December 14, 1926.

Mr. G. A. Warburton,
Toronto Young Men's Christian Association,
36 College Avenue,
Toronto, Ontario.

My dear Mr. Warburton:

I am very pleased indeed to have your letter of the 12th instant. I agree entirely with what you say as to the effect of impressions and the influence of emotion in carrying elections. Were the question of my personal occupation and movements during the last two or three years to be the issue in the next general elections, whenever they may come, I should agree entirely with you that there would be grave danger, for the reason you have mentioned, in my participating in the conflict. However conspicuous I may of necessity become through a campaign and the representations of my opponents, I cannot believe, however, that the emotional impression which is going to control the situation will centre itself around me and not about the main issue of the campaign, whatever, when the time comes, that may be. Personal attacks based on false representations are very dangerous things for the party that indulges in them. They afford opportunity for sympathy to play a part, and they provoke not infrequently reactions favourable to the one whom others attempt to injure

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

by improper methods. Were I contesting a seat such as one of the Toronto seats, I should feel very differently than I do about being a candidate in a rural constituency like North York, where I have been constantly in touch with the executive of the riding association, in whose minds there have been no doubts from the outset as to the exact nature of my work, my movements and the extent of my obligations. I have on repeated occasions placed before the committee the very possibilities your letter cites, but on each occasion have received the direct assurance that the committee does not believe that they will affect the final situation.

Of course the points you have taken will be raised and they will be accepted by those who wish to vote Conservative, though appearing to be desirous of otherwise showing a friendly attitude, as an excuse but not as a reason for their action. The Tory party has always counted on bringing into its folds the victims of prejudice, and most of its campaigns have had some features that have evidenced this as a party method. I do not think the Liberal party has made its appeal in the same way, and yet the Liberal party has gained a pretty fair amount of support from the electorate in Canada over many years. It is true that the Imperial cry was worked to advantage in the last campaign. However, if it had not been for the money that was used in that campaign, and which the cry of Imperial interests helped to obscure, the result would have

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

been very different. It was not the Imperial cry that won the Nationalist seats for the present Government, and but for which the Liberals to-day might be in power. The cry of race and religion has been worked for all it is worth against Sir Wilfrid ever since he assumed the leadership of the Liberal party. Notwithstanding it, the party managed to retain office from 1896 to 1911. I mention these circumstances only as indicating that while I agree with you that emotion and impression do play important parts in a political contest, there are other elements in human nature to which, fortunately, a candidate may hope to appeal without disastrous results.

Don't imagine that the cartoon you refer to influenced a single vote against Mr. Rowell. Men who tried to find some high motive under which they could solace their consciences in voting against prohibition may have sought to create the public impression that they found it in a revulsion of feeling which a picture produced. My experience in politics has given me some pretty conclusive evidences of the circumstance that back of revulsions of feeling raised on high pretensions of this sort, there is usually a selfish motive which is sufficient to explain the circumstance. Money and whiskey paid out for votes accounted for much of the revulsion of feeling against Mr. Rowell's campaign. I doubt if the cartoon affected a single vote, though I agree that to men of finer feelings it was distasteful.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Recalling the circumstance that the Honourable George Perley, our present High Commissioner in England, was born in the United States, and that the men who have risen to the highest positions in the great railway corporations of this country, the late Charles M. Hays of the Grand Trunk and Baron Shaughnessy of the C.P.R., were both American citizens, I confess I feel somewhat skeptical about the depth of real feeling which the Canadian people have at heart respecting the temporary residence of Canadians in the United States.

Still I agree with you that misrepresentation based on just such miserable prejudices does play a real part; but where the part it plays is real, it is usually because those who ought to be opposing it, lie down before it, and are afraid to enter a fight for fear of being whipped. I confess my own nature revolts against timidity of this kind. My public experience has been limited, but I have seen enough of men and affairs to know that any man who is worth his salt must be prepared to fight prejudice from the moment he decides to do anything that is right or honourable until he reaches his grave. As far as I am concerned, that fight cannot come on too soon or in too real a fashion, and even were I obliged to face North York without the support of a single timid friend - which fortunately is not the case, as I have many stalwart ones - I should go into the fight tomorrow simply

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

to contend against this very dragon; not for the possible hope of victory, but with the certain knowledge that what this world needs to-day more than anything else is the combatting of false ideals and the endeavour to construct our citizenship on higher plains of social obligation and human brotherhood.

Again expressing my very deep appreciation of your letters, respecting the genuine friendship of which no assurance could possibly be needed, though the replies sent might seem to require such, I am, with kindest regards and the best of wishes for the approaching season,

Very sincerely yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30733

THE
TORONTO
YOUNG MEN'S
CHRISTIAN
ASSOCIATION

December 15th, 1916.

Dear Mr. King,

What a good and convincing letter writer you are! I am glad I wrote you, for it has drawn you out in the expression of your ideas in a way that confirms and strengthens my already high opinion of you.

At the same time, our points of view not being the same prevent our quite agreeing in all things. If what happens confirms you in your opinion I shall be glad; if it confirms me in mine I will never say "I told you so", but ascribe it to a lucky guess rather than to wisdom or knowledge.

Sincerely,

G. A. Warburton

Honorable W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario.

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Profit Sharing

30734

148.2

Extract from communication sent to Mr. John D. Rockefeller, Jr., under date of August 29, 1916, by Mr. George C. Warner, of the law offices of Holt, Warner & Gaillard, 42 Broadway, New York.

"In connection with the present railroad strike crisis, I am interested in bringing to your attention the plan lately promulgated by Sears-Roebuck & Company for profit sharing with, and encouraging thrift among, its employes. Two features of this plan particularly appeal to me. One is that it is made easy for employes to save small amounts and the other is that these savings, so far as possible, are invested in the stock of the concern for which the saver is working, thus making him feel that he is a partner in the business, being a direct incentive to thrift and economy in the use of time and material. The indirect results are important because when a person commences to save money he begins to look at affairs from the standpoint of a man who has a stake in the community, he favors a change by evolution rather than by revolution and, with the privileges, he also assumes responsibilities of capital and, if he shares in the profits in good times, he must be willing to work for less pay in poor times."

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30735

Ottawa, January 15, 1916.

Mr. Mark Skinner Watson,
Representative of the Chicago "Tribune",
Care of The Windsor Hotel,
Montreal, Que.

Dear Mr. Watson:

I have pleasure in enclosing herewith the address to which reference was made at our luncheon yesterday; also a copy of the Combines Investigation Act, which I hope you may find of interest.

If by any chance you should be referring to any of these measures in any of your articles, I should feel grateful if you would ask the "Tribune" to send me a marked copy.

It was a real pleasure to have the opportunity of making your acquaintance yesterday.

Yours sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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30736

SACRAMENTO HEADQUARTERS
FORUM BLDG.
GEORGE P. WELDON
ASST. SECRETARY

SAN FRANCISCO March 29, 1916.

Mr. J. MacKenzie King,

Ottawa, Canada.

My dear Mr. King:

I am enclosing herewith a clipping from the San Francisco Labor Clarion, dealing with the Colorado-Leadville labor situation.

I take it that the article is written from a pure labor partisan point of view, and knowing that you are keeping in touch with the Colorado labor situation, I am writing to ask you, for my information, in how far the statements in the enclosed clipping fit the facts in the case.

With personal regards and best wishes, believe me,

Sincerely yours,

H. Weinstock

HW:AH
Enc.

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30737

The Official Journal of the San Francisco Labor Council : : :

LABOR CLARION

The Official Journal of the California State Federation of Labor

VOL. XV. SAN FRANCISCO, FRIDAY, MARCH 24, 1915 No. 7

Colorado's Shame

Governor Carlson's latest service to the cause of industrial tyranny in Colorado is his threat to use the State militia to drive seven hundred striking smelter employees back to work at the Leadville plant of the Guggenheim Smelting Trust.

Remembering Ludlow, the strikers, who were unorganized immigrants, went back to work without an adjustment of their demand for higher pay and without relief from exploitation by storekeepers and petty bosses.

Carlson's threat to enforce involuntary servitude on the Leadville strikers has the sanction of a law which he put through the Legislature last year. This act, by prohibiting strikes until the State Industrial Commission has investigated and rendered its report, has tied the hands of labor and has imposed on Colorado a practice that every other American state has repudiated as a violation of the rights of its citizens.

The Colorado law is modeled after a Canadian act written by W. L. Mackenzie King, now industrial relations agent for John D. Rockefeller. Even King did not attempt to make it apply to any industries except public utilities. Many efforts had been made to secure its adoption by various States in this country, but all these efforts had failed until the coal companies put Carlson in the Governor's chair.

Unorganized workmen under this law are powerless to protest against exploitation by the only means at their command,— the quick, unexpected strike. When they violate the law, as at Leadville, they are threatened with gun men in militia uniforms and placed in the position of criminals. Thanks to this law, the Leadville strike is the only strike of unorganized workers to occur recently that has not won an increase in wages.

For organized workers the law is just as dangerous and injurious. To give the employer thirty or sixty or ninety days' notice before striking is to lose half the effectiveness of the strike weapon, because it gives the employer opportunity to weed out the best union men, arrange for strikebreakers, and speed up production so that a shut-down, if it comes later on, will not affect his earnings. The recent street-car strike in Washington, which lasted thirty-six hours and with a minimum of inconvenience to the public, won recognition of the union and forced the companies to negotiate, could not have succeeded had companies been given even thirty days' notice. At the end of that period there would have been no union men left in the companies' employ.

Above all, the law is un-American and unconstitutional because it enforces involuntary servitude, as President Samuel Gompers of the American Federation of Labor has pointed out time and again. Only in Colorado under Carlson could such a statute find its way onto the books.

The fact that other features of the Colorado industrial commission law have been administered by the commission in a manner to win labor's approval is all the more reason for emphasizing the danger in that part of it which prohibits strikes.

"Governor Carlson and Attorney-General Farrar of Colorado are utterly discredited and their persecution of former strikers and union officials has definitely failed as a result of the verdict just returned by a Colorado jury acquitting four former strikers accused of murder."

This is the substance of a statement recently made by Frank P. Walsh, chairman of the Committee on Industrial Relations.

"Carlson and Farrar were elected on a 'law and order' platform, pledging them to execute coal company vengeance on the strikers," said Mr. Walsh. "They succeeded in procuring the conviction of John R. Lawson and his sentence to life imprisonment before the Supreme Court spoiled their plans by disqualifying the hand-picked judge whom Carlson put in office at the bidding of the coal companies.

"The verdict at Castle Rock shows that these corporation agents had nothing left to stand on when they were forced to submit their case to a fair judge. They have been frustrated at last in their hitherto successful effort to pervert the course of justice.

"Even the newspapers most friendly to the coal companies are now demanding that further prosecutions cease, and it is apparent that the people of Colorado are no longer deceived as to who are the real masters of the men they put in office in the belief that they were supporting the prohibition cause.

"Credit for the magnificent defense received by the four strikers just acquitted is due to Edward P. Costigan, their attorney. A fair judge permitted the defense to put into the record the amazing story of crime and tyranny in the coal fields of Southern Colorado, and the result could not have been in doubt.

"This ends the attempt of the coal companies to put terror into the hearts of any group of employees who might at some time in the future dare to revolt against industrial tyranny. They hoped to accomplish this by procuring, through Carlson and Farrar, the imprisonment or hanging of many of the striker-heroes of 1913-14."

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

30738

A HAPPY ENDING IN REAL LIFE.

By Otto McFeely.

[Mr. McFeely tells a story of reality. It is realism that shows the way out of one of the jungles of life and reports the first act in what appears to be the greatest reform since the public school took the place of the charity school.]

A woman with three children, two clinging to her skirts and one snuggling in her lap, sat in a straight-back chair before a judge in the juvenile court of Chicago. This court room was across the street from Hull house, and a block from the Mary Crane day nursery. A dozen agents of organized charity were there to aid in solving the problem of the destitute mother. A probation officer reported on the "case." The destitute mother, in court terminology, is a "case."

Mrs. Brian (the identity of this mother is concealed under a ficticious name) was a typical "case." Eight months before her husband had been injured while at work in the steel mills. He lived a few weeks and then died. The woman had gone through the grade and high schools and had hope of a decent life. When the accident occurred they had $500 saved up, and were about to buy a home on the installment plan.

The doctors and living expenses, before the workman died, took part of this hoard, so painfully gathered. After the funeral Mrs. Brian set out to earn a living for herself and her three children, the oldest under 5 years, and one an infant. Like thousands of other women, she thought of keeping roomers, and used the last of her savings to pay an installment on a furnished house in the poor district, where she expected to shelter homeless working people as so much per week.

The business failed, as it was destined to do. A woman with three children cannot keep up a rooming house even for poorly paid working people. One after another of the guests left, and this bright day in June found her in the dingy juvenile court, where she had been taken by agents of organized charity.

One of these agents reported: "Your honor, this woman is about to be set out on the street. She cannot pay her rent. But she is able to work and we plan to place her children in an institution, so she can go to work somewhere."

"I don't know what to do," said the mother to the judge. "This lady said, when I asked her for help, that I would have to 'put my children away' and go to work. I wish there was some other way," and she held her baby closer and tried to include the two standing at her knee in the protecting embrace.

"Did you collect anything from the steel company?" asked the judge.

"Not yet; my case comes up in about three months," she said, hopefully, but the distracted face of the judge did not reflect that hope. He knew the courts and the steel business too well.

He had been on that bench for three years. Almost daily he held conference with the world's most famous charity workers. All Protestant and Catholic churches of the great city had paid agents there to help. Thousands were raised by charity, ostensibly to relieve just such persons as Mrs. Brian.

The judge, probation officers and charity agents held a little conference.

"Where shall we send the children?" was the question.

They knew no other way. Not one of these court officers, nor charity experts could conceive of any other way than to break up the family—take these children away from their mother, the supreme crime of civilization, punishment worse than death for the offense of poverty.

For three years the judge had seen this thing go on. His face was haggard, he looked as if he was ready for the hospital. He was too humane to do this awful thing day after day and not to feel it. The charity workers appeared to be less affected.

To send the babies to an institution would cost the county $10 a month for each child—$30 in all. They were ready to pay this sum to an asylum for taking care of these poverty-stricken children, but there was no way the money could be paid to the mother for performing the functions for which nature intended her, and for which she was so well prepared.

Judgment was about to fall. The wagon was backed up at the door. Trim nurses entered to take the babies from their mother's arms, in all probability forever, when something happened.

During the progress of the "trial" two men entered. One of them was Otto McFeely, the other Henry Neil, who for a year had been watching this destruction of families—the punishment of women and children for poverty, and all in the name of "kindness."

That very week Governor Deneen had signed a bill that was to revolutionize the practice of the juvenile court and to prevent the separation of mothers and their children in the name of sweet charity—a habit that had become so common that it was then a vested right of the charity organizations.

Neil had presented a bill to the Legislature, and it was such a little thing that it crept through almost unnoticed. Organized charity experts knew nothing of it. It was an amendment to the juvenile court act in these words:

"If the parent or parents of such dependent or neglected child are poor and unable to properly care for said child, but are otherwise proper guardians, and it is for the welfare of such child to remain at home, the court may enter an order finding such facts and fixing the amount of money necessary to enable the parent or parents to properly care for such child, and thereupon it shall be the duty of the county board, through its county agent, or otherwise, to pay to such parent or parents, at such times as said order may designate, the amount so specified for the care of such dependent or neglected child until the further order of the court."

This law was to go into force July 1, 1911. The Brian family was to be broken up, nevertheless, because poverty cannot wait three weeks. Neil conferred with the judge. He agreed to pay Mrs. Brian $25 a month until the pension law went into effect, and on July 1st, the very day the act became useful, Mrs. Brian was pensioned, the first woman who ever drew a pension for being a mother. She still lives with her own children, and since then thousands of mothers have been pensioned in Chicago alone, and the system today is at work from the Atlantic to the Pacific.

DO YOU KNOW THAT:

Four per cent of the inhabitants of certain sections of the South have malaria?

The United States Public Health Service has trapped 615,744 rodents in New Orleans in the past 18 months?

The careless sneezer is the great grip spreader?

Open air is the best spring tonic?

Typhoid fever is a disease peculiar to man?

Measles kills over 11,000 American children annually?

There has not been a single case of yellow fever in the United States since 1905?

Character is not measured by words and deeds alone. It would be comparatively easy to gain a strong and clean character if it were only a question of the control we could exercise over what we say and do. Every man ought to know that his attainments in character are measured by what he is when he is alone with his thoughts. —Charles Trumbull.

Wait, they say. But for what? For opportunities? But what are opportunities save a special arrangement of the circumstances whose office it is to give birth to deeds? And whence can opportunities arise except from our own efforts?—Mazzini.

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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, April 5, 1916.

Mr. Harris Weinstock,
606 Underwood Building,
San Francisco, California.

My dear Weinstock:

I thank you for enclosing me the clipping from the San Francisco Labor Clarion dealing with the Colorado-Leadville situation. I know nothing of what has happened at Leadville other than the short extract I read in The "Survey". From it I gathered that Governor Carlson had threatened to use the militia if necessary to compel the men who went on strike to obey the provisions of the newly enacted law. Whether this is true or not, I cannot say. If it were true, I should feel that it was an unwise move on the Governor's part, for it always takes time for men to become conscious of the existence of legislation, let alone its benefits, and in the long run they are likely to be led to a just appreciation of both better through persuasion and conciliatory methods than by violence or threats of its use. The "Survey" account to which I refer mentioned that the Commission itself went to Leadville and found that the men had no knowledge whatever of the existence of the law. It informed them of its provisions, and when they learned of these they returned to work. That, of course, was the proper method of proceeding. It will take time to get

W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

ideas of violence as a method out of the minds of a good many in the industrial world, just as in the political it will be a long time after this terrible war before men will realize that force of arms is not the proper method of adjusting international differences.

Ottawa Citizen April 3

I enclose a clipping from one of our Ottawa papers which you will be pleased to see. It is a sort of an antidote to the 'Clarion' article which you have sent me. It shows that in Canada, where this law has been on the statutes for eight or nine years, the Labor men themselves, instead of finding that it robs them of opportunities of justice, have found rather that it is an instrument for securing their rights, and are themselves asking for its extension to other industries. The Canadian Government's action in extending the provisions of the Industrial Disputes Investigation Act to munitions workers is the result of an agitation started by Labor for fair wages in munitions contracts, and the request by Labor itself for an extension of the provisions of the Act to see that fair wages are obtained.

Along with the position asserted by White, the President of the United Mine Workers of America, in the recent negotiations for a renewal of coal contracts that the policy of the United Mine Workers would be not to strike, but to continue at work even after an agreement had expired so long as negotiations for a new contract might be possible, there is reason, I think, for seeing a change in the point of view of Labor itself

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

as to the value of this kind of legislation.

Perhaps, too, you have seen the report of the Low Commission on Colorado. It is significant in the same direction.

With kindest regards and remembrances,

Believe me, always,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 34

PUBLIC ARCHIVES PUBLIQUES

CANADA

Form 62 [illegible]

30742

NUMBER

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TELEGRAM

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SEE BACK OF THIS BLANK

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Sept. 21, 1916.

To Harris Weinstock,

San Francisco, Calif.

I shall be Palace Hotel, San Francisco, Sunday. Would like to see you if possible. Please wire nine two eight Olive Street, Denver, if you are in city.

W. L. Mackenzie King

$1.60

76.40 - 56.40
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W. L. Mackenzie King Papers
Volume 34

PUBLIC ARCHIVES PUBLIQUES
CANADA

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CANADA

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W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

30743

The Friendly Stars shine alike at
Kingsmere and the Farm. Dear Stars
do often send us to your thoughts
as they will bring you to us.
This little apple blossom was beautiful

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30734

on the thirty-first of May when found
it after reading and telling the selection
for that day in our little book. Am
enclosing a few bits of moss from my
garden — also a symbol of what you
left behind you after you Darwin
trip! — Lida D. Watson.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

30745

Home again! the candy was delicious—
the more so because of the manner
surrounding and still more so because
of the source from which it came. We are
still "recollecting" and anxiously awaiting
your arrival for more details!

Sunday. March 7th

Ada O. Walton

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30746

Tuesday March 28th

THE NEW WILLARD
WASHINGTON

Dear Gy.—

I have been thinking of you. I have read the inscription you wrote in the garden book many times and each time it has given me additional happiness and enjoyment. I feel that I have been of help to you as you have been of such great help to me. The feeling of trust between us is what I most prize.

I have never received anything from you - not excepting the rose and heather that made me happier than the box of violets and the books - each with its message. If I had thought my impulse I should have written immediately. When I did with I was still so miserable that I'm afraid the thoughts were rather disconnected save that you could not have known from them how much I appreciated the time and thought given to my parting gift that Sunday afternoon.

I am still not strong but am hoping that a week in New York will

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

put a little "pep" into me. In spite of ill health we have had an interesting time and more than that - Floyd and I have had a perfect time together. He has been so dear to me. You do not half know how big and fine he is. And when he sent him to me it was more than anyone else. He have had a real honeymoon. Floyd is fairly "blooming" with health.

It was interesting to become acquainted with Mr. P. He spoke very highly of you and Floyd was pleased to have the opportunity of expressing his admiration for you. I tried to tell him of the great assistance you had given him during the past year.

I tried hard in Montreal to discover an ideal girl for you but none of them seemed good enough. She must be in New York. I trust and sincerely hope you will soon find her.

A letter just arrived from Jerry King. Her cheerfulness and optimism put me to shame. I want

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE NEW WILLARD
WASHINGTON.

A bit of mud from the river.

Everything and I want especially to see you again. We leave tomorrow for New York and will spend a week, at least, there.

This letter is not to be answered (except in person) - it is just a scrap of paper to make your fire burning a little brighter - Ian

Affectionately
Ada B. Wilson

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

The sun is shining so brightly here this morning. I hope it is so in Ottawa and that you feel it in your heart as much as I wish you to.

I am anxious to hear how you left your mother. Now that this first anniversary is past I am sure she will feel more peaceful and with the long stretch of Spring and Summer ahead should hold in strength and calm again. You have withstood the long winter so well that I do look now to more encouraging. You remember it

THE BILTMORE
NEW YORK

30749

from my mind but of your sorrow and heavy heartedness. I know it all seems lighter to you now that you have seen your mother and have had an opportunity to talk - and too, be relieved of the strain of a busy week that was so much more of a strain because of the pain at your heart.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

was just at this time last year that he began
to improve so rapidly. Just leave it to me
to post him on his fate again - when I'd
like to flirt with him!!

Now I want to talk to you - am not
seeing you in Buffalo is a great disappointment.
But even then there might not be the
opportunity so I will write and trust to
your understanding. I feel that I should
never misunderstand you because whatever
you did I should know was done with
sincerity and a regard for right. Your feeling
so responsible for your depression, lack of
confidence and dissatisfaction. When Dr Jaud
& I talked of you that night at the Country Club
we both felt so close to you and so
fond of you - and the little criticism we
had was so tiny compared with all the
big thoughts we had of you. And then
I forgot for the moment that your nature
was so much like my own that even the
slightest hint could be felt so deeply. You
know how just the suspicion of disapproval in
action only - took the life out of me like a

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE BILTMORE
NEW YORK

& him as you - not only because of the help you have given but because of the pleasure and the broadened interests you have made it possible for him & enjoy and are continually showing him how & enjoy.

I wish I could convince you that his admiration was no more than mine or your brothers or your sisters possible - just a little above - just on the soft pedal" etc - Please forget about it and begin fluting again - Your ~~stupid~~ flattering ~~~~ have ~~enlivened~~ so many dull offairs -

month ago. But you really did not mind what I said in Denver did you! - because I am sure that I did not make it seem more important than it really was. But Mr Pé speaking magnified it. I wish I could convince you that his thought of it was no more than mine. I do not believe there is one of his associates who has meant as much

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I believe we over estimated the damage done so please be natural and say what you do please!

Mrs G. spoke of you in such high terms when we mentioned Miss F. the other day. She spoke of a dinner [illegible] you had had at their home this winter who told her afterwards she had never spent a more interesting evening. In reference to Miss F. she said she wished there might be some hope in that direction - she had rather felt that Miss F. had given up the

This was the interpretation she put upon my saying you had spoken of [illegible] idea of [illegible] - that's not her hindrance - all women change their minds -

30752

We dined with Mr and Mrs G. alone Monday evening and spoke of you and your work. I said that I hope and I had just been talking of the possibilities in England for observations concerning labor (we wouldn't want you to go, dear Pet) - Mrs G. seems to think the book the next step followed by observations and possibly other practical applications of the Plan.

The statement - & how I read

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE BILTMORE
NEW YORK

not long ago that you were the coming man of Canada. - which is what we know.

We are having a pleasant stay but miss you constantly - We have been very quiet - Mr and Mrs Lee Neil & have dined with us last evening but Mrs Lee was worn out after the Trip to New York.

Neil and I were fortunate enough to secure seats for Carmen - it was all beautiful - the setting, the singing and most of all the wonderful music - I could enjoy the music last night. I never fully comprehended the meaning and the depth of the Plan before nor realized as fully the magnitude and the profoundness of the mind that made it. You do need such a wife & help you in the road & success - you are at the goal already - & Mr Hearst & Katherine Old boy sister

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

above just as much as with the singing. Farrar, Ernster and Caruso altogether though was a wonderful treat.

Sunday I heard Dr Jowett. He was really quite wonderful that when we heard him. Floyd was kept at the hotel by the telegram concerning Eunice so I was alone and missed you very much. His text was "Christ Jesus came into the world to save sinners of whom I am the chief." St. Paul.

His delineation of the character of Paul to convince us that Paul was one whose word could be believed was so forceful. His sincerity makes him absolutely convincing.

I have been to the Museum and shopping a great deal - but have purchased nothing as yet (except a pumpkin hat!) am going out now & look again for some desk and a bird bath. Then I go to the Florentine. In the Kensington and the Watford church this morning. Floyd has another Directors meeting tomorrow and we leave on Friday or Saturday - Friday if we can get a Pullman or

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

night and so making only one sleepless night for me between here and Denver. If you could have come to Buffalo we could have reached there Friday night and remained until Sunday morning - Buffalo is such a distance from Ottawa - we hadn't realized it until we were looking at time table last night. We understand you not meeting us this but I'm sorry - it means not seeing you until next October and then you may belong to some one else.

30755

THE BILTMORE
NEW YORK

take the fast train for Chicago. If we came to Ottawa we could not arrive until Saturday morning and would probably have to leave that evening to reach Chicago in time to give us a day there (Monday). Two nights on the train are almost more than I can stand - since my operation I cannot sleep and not only get nervous but frightened on the train. We thought of stopping in Buffalo on

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

The chapter titles of the book have a deep ring & theme in harmony with the whole purpose of the book. They seem perfect & me - "Progress and Peace" seem & complete it - how can you develope it further. I am afraid it will be too profound for me & understand.

I must close and begin my shopping - Do not think it necessary I write about the disturbing things I have written of - Others disturb me and it will only cease when I know you are truly yourself again and happy and satisfied Leader. With love and wishes for all this I am affectionately

Eden D.W.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30757

THE BILTMORE
NEW YORK

Thursday - April 6th 16

Dear Joy - The little card that followed your Saturday letter made me very glad indeed. It was like a ray of sunshine and of hope and I believe that you were still the same dear, happy friend and the cadence you had felt (are still feeling) was lifting a little. Our friendship and the memories that surround it are more precious than I can say and have

brought true happiness and satisfaction to me. the greater when I know they have brought the same to you.

And now your letter to-day is lighter still but there is a little hint I left. dear Joy, and I wish I could take it away.

I hope you understood my letter sent yesterday. I know the past two years, with their almost over-powering responsibilities, have been difficult ones - days that you have suffered a great deal through worries of sickness and still more through the loss of the sister you loved. All these

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE BILTMORE
NEW YORK

Thursday - April 6th 916

Dear Joy - The little card that followed your Saturday letter made me very glad indeed. It was like a ray of sunshine and of hope and I believe that you were still the same dear, happy friend and the calmness you had felt (are still feeling) was lifting a little. Our friendship and the memories that surround it are more precious than I can say and have brought true happiness and satisfaction to me. the greater when I know they have brought the same to you.

And now your letter to-day is lighter still but there is a little hint left. Dear Joy, and I wish I could take it away.

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W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

think me as rude to me as though they were my own so forgive me for writing as intimately as I do. To think that I (or Mr. P.) should have added one jot to them! However these two years of trial have surely been of inestimable worth to you - not only in the strengthening of your powers but in the result of wonderful accomplishments.

In action is the hardest trial of all and particularly for you just now - but you will be all the stronger when the time for action comes again - There is so much in me little work to help me to patience.

I cannot tell you with what reverence and love I have read your beautiful letter - it is dear of you to let me come in and know of that wonderful inner relationship existing between you - it is a beautiful letter - its contents will always be my own alone - All of the inspiration and help that you brought to his home - you brought to me too as now you know that your trip to Colorado will be an absolute necessity. He needs you more than we realize perhaps. I feel very proud to hold you both as friends. I feel like-

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE BILTMORE
NEW YORK

bird bath - it is wonderful but probably
expensive for us I'm afraid - $900 in the simplest
stone. I found another one today. Mr Olmsted, the
owner, says he procured it in Northern Italy
six months ago - and the place where it was,
is entirely destroyed now - It is stone, carved very
beautifully, and is old and interesting looking - I believe
it will do. How I should like to see your
lovely head - I have spent the morning with a Mrs
Robert Hill (friend of Mrs P's who has met you
too) she is a garden enthusiast - with real knowledge
of her subject - I have learned a great deal from
her - and I do add my prayer to his for the remainder
of your stay.

I want very much to see the beautiful Celtic
cross when it is completed. How I wish you
were here to help me choose the sundial.
In getting it is your idea and I will always
feel that you have a share in it as well
as Mr Rockefeller. I found a perfect one
yesterday - a sundial with three little children
standing under it and looking down into a

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

her and besides felt that a very pleasant
acquaintance had been made. I spent a
perfect afternoon at the Flower Show yesterday.
New York at one seems full of beautiful
things and I am receiving a liberal education
in just having the opportunity to see them.
Floyd is busy busy over the contract for the
new bi-product coke oven. Neilson, the Russian and
he went to Bethlehem, yesterday and we plan
now to leave on Sunday for Pittsburgh.
It was so kind of you to want us in
Ottawa - if it had been possible for Floyd to
arrange I might have risked the hot head
nights but there will be another time perhaps
when you are at Kingsmere. I was so sure
of seeing you again in New York and had wanted
always to have our visit at the end of our
vacation visited of at the beginning.
We will not reach Chicago before Tuesday
nor leave there before Wednesday. I would like to
hear from you once and know that you are
happy and hopeful again. The very best of
this last stay in New York have been the letters
from you. Always affectionately
Cecil C. Walbran

P.S. Could stand more steaming at any time!
Thank you again for allowing me to read your brother's letter.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

feelings in regard to your work. I have thought a great deal about it and can understand or with your feelings of impatience - knowing you had knowing the kind of work you speak for was. How such your feelings are fully passing once - nevertheless the progress of such a big undertaking must be slow and almost imperceptible at times. That for your work has been or interrupted during the past year with events that may have changed your own ideas somewhat. It is a big

30761

THE BILTMORE
NEW YORK

I will tell you what one thing has meant to me when I tell you but will say that my chief interest while in Florida was not its beauty nor the quiet afforded but the opportunity it gave for association with old age. Judge Spelman and I have become real friends. My feeling of congeniality with Horatio - who eighty - is charming.

I am glad you wrote of your

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

think that is yours, dear Pat, and you are more capable than any one of accomplishing it successfully. We spent the day at the Capitol in Washington last Thursday - leaving and later, meeting many of our Senators. Remarked to Floyd as we left that there was not one man in our Government that could compare with you - in ability and sincerity of purpose. Any election in Canada would hurt new life into you. I am thinking that you ought to go to England - you could be of such great help to the Government now in its labor troubles and while it could lay

down the foundations of your work - observations at this time might be helpful - I almost spoke of this to you but didn't for fear you would not want me to. I gained the impression that the Foundations had expected you to go about over the world making observations for years & years if necessary, before final conclusions were made. But your conclusion that you have now is so right that years of observation would not alter it. We would like to see you over the ocean at this time.

Perhaps this is all a useless thought.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30763 May. 4th 1916

1065 LOGAN STREET
DENVER

Dear Jack.— My garden will soon be glowing with little reminders of you— There are so many reminders already;— Yesterday I strolled through the University grounds—and a few days before was in the Museum at the Park. The innumerable associations make me miss you very much. Now my garden will be full of them. The thoughts from you they will express to me will make me very happy but a little lonely too. It was good of you to think of me at a time when I know your heart was full—not only with some sad memories but with anxiety too concerning your mother. I have been relieved to hear from your brother that she is better but sorry that she will be unable to go to Rockwood with you. Possibly she

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

she will be able to come to Denver with you in September.

Mac and I had a delightful afternoon together yesterday. He is wonderful. I really believe the interest and diversion of moving has been beneficial to him. Although they are still expecting a rise in temperature before long because of the extra exertions of the past week. Mary is very tired & dear but her wonderful spirit will carry her through. I was so pleasantly surprised with the house. While it is not as attractive looking nor as new as the Bungalow in many ways I like it better, particularly the porch arrangement. And the location among friends compensates twice over for many comforts left behind. I am sure they will be happier and your brother less often lonesome than before. I am sure you will be pleased with the change - (your little friend only a few doors away too!)

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

we had persuaded my parents to come
out here entirely on their account. Not since
my father ever though he takes care of himself
and his time wonderfully would be far more
contented among his old friends than
with a younger generation even his children.
Your parents are surely going to be happier
where they are if you can only think of
some way to relieve your mother of the care
and that is surely possible.

It isn't yourself that they need just now
but it is what you would be giving if they
came to live at the Roxborough. You

30765

1065 LOGAN STREET
DENVER

Your brother spoke of the contemplated
plans for your mother and father
and of the difficulties. I ought not
to give my opinion Rex but I am
so afraid you will make some
decision that might seem the unselfish
thing for you to do when really it would
not be necessary or even right to do it.
I am quite sure that transplanting old
people is not satisfactory. We often regretted that

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

can provide all that they need and all that will make them contented without that. The responsibility you would constantly feel would be a hindrance in your work. The next few years are such important ones to you and no one in your family or among your friends wants you to be handicapped in any way. I might not do write this way because I do not know all of the little considerations but I don't want you to make a sacrifice just because it is a sacrifice-particularly when it doesn't seem the best and wisest thing to do. You belong to the world.

I am so interested in knowing the names of the chapters of your book. They alone give one quite an idea of your purpose.

Mac and I should like the chapters on the Law of Peace and the Law of Health to read as soon as possible. I could not imagine your writing such a book with a wife and four children about.

I have very little Denver news for you as we have been quiet since our return. Charlotte is in California with her mother. She plans to be in New York next

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

philosophy & She spoke very simply and well yesterday. & Saw much Miss Gulkley several times but with so little time for conversation that she can give you a better account of herself than I could. Miss Hicks escorted me to a Y. W. C. A. gathering one evening last week when Floyd was away who he spoke very intelligently of their work in the Camps.

Each Friday afternoon see all of my family, including Jack, packed into two automobiles and off for the farm where

1065 LOGAN STREET
DENVER

writes. & imagine she and Miss Fitch would be congenial. Miss Farnum & I have not seen but Nellie says she is well and doing a great deal for Soldiers. Miss Mc Pollock spoke at Miss Van Kleeck yesterday morning on the "Five Philosophies of Life". She says our modern philosophy is Epicurean with a little something better added to it. Stevenson and Whitman its chief exponents. Perhaps that is Miss Fitch's

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

we remain until Sunday evening. I am having the children Nursemaids friends read the stories original or otherwise and on Sunday we learn Bible stories and hymns if it is all very satisfying.

I am having a beautiful time in my garden but can scarcely wait to have my real garden of which the present garden is only a part - the path leading to it. It is to have a wall around it covered with pink and white roses and it is to be a grey garden - grey foliage with mauve and pale soft yellow and pinks and splashes of purple in it. And a fountain and that is what my mind is to be. I will save some of the seed you sent me for that garden. And then I hope you will come and sit in it. You relieve so near when I write that I hate to close but I must. Good-bye Pet.

Thursday

P.S. Nurse has just telephoned the good news that Dr Holden's examinations this morning showed both lungs very much better since then before. He says to tell you that he will not write you until to-morrow on account of the examination to-day. Tilley says he intends writing within the next few days. All well and we hope you are too.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30769

Tuesday evening.

THE BLACKSTONE
CHICAGO

Dear Pet - I have been reading your letter to Mr Low again to-day and now have just finished your welcome letter that was awaiting me here this evening. Both make me want to talk to you. I am a little lonely to-night too. Tom was obliged to spend another day in Pittsburgh so I came on ahead to avoid a night on the train and he will arrive in the morning.

To think of you having a moments anxiety over that wonderful letter! I did not hasten of its existence when I read the Low report but I can understand now the spirit of interest and enthusiasm that was in the report that I did not understand but that was due entirely to you. Mr P- we all- should be so deeply grateful to you for seeing that Mr Low got the proper understanding and more than that we should be unendingly grateful for the Class itself and so proud of the Organization. I cannot tell you how proud I am (of being your friend I guess). At any rate you have won the most for

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30779

industry that has been done for centuries - am sure you will be surprised at the glory that will come to you for it. All the accomplishment alone is enough for you. I am sure Mr. A. wrote of me. Did any realization of the depth and security of the Plan. To honor the foundations upon which it rests gives me all new added faith in it and all the more assurance to success. The letter should be sympathetic with the Plan.

I am going home a little discouraged because I am not better than when I left. For that reason my vacation is a disappointment. However I hope I have had a needed rest and has benefited by it. Then I had the finest perfect days in New York and the Hudson. The sundial which I got at the Italian one) will be a reminder of these things and not of the many hard days. I was most unappreciative with Mr. A. but I felt quite irrational because of a feeling of dislike for me on Mrs. A's part. Surely it was only disinterestedness. My petals got a little crushed but the atmosphere of home and friends will revive them. I hope not to go to New York again for a long, long time. I want to stay with the children. I am going to let Rose accompany me for I have a lot to teach them and I want them alone.

Yes, life is hard whether we have come to talk over important matters with us not. I am beginning to think we have to learn to be

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

sorry as I was that if was hurting you -
I only meant to write a note - do not hurry
to answer if - the many letters written & Floyd
and me during the past month must have
interfered with the progress of the book - Now
are the most difficult part of your task - forming
it in your mind - is past and that your work
on it will move along easily now and be of love
increasing interest -

I will let you know more and as
time often until he is up again which I know
he will surely be as soon as the weather is
settled and the moving over - We are so hoping

THE BLACKSTONE
CHICAGO

reconciled to it rather than try to arrange
any part of it ourselves - But we must leave it
know what things left and strengthen us
along the way. I have been thinking of you
sometimes and mine and your bothers almost
every min, in fact, and I believe it only grows
keener as we prolong your despair but the
hurts can always be eased by our thoughts
of and help extended to others. The little storm
in Ottawa week before last helped me very much

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

to know that you are coming to Denver in the Fall. I wonder what the memories of the trip will be - it seems as though none could ever compare with the recent ones -

Incl. Cable. Telegraph says your enquiries concerning the other documents were as needless as those for the last letter - We both send love

Always affectionately

Ada B. Walton

This letter sounds a little downcast and confused all because the trip is over and I had expected greater improvement. Don't settle to rest of the joys of this trip! - mustn't it seem like punishment to me. It is such a satisfaction to write the tenth letter I might not. Please forgive and forget for I am already feeling better in fact I am feeling full of energy and enthusiasm this morning. I teach the children and get at my garden - Daddy thought you felt as fine this Mackenzie.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

work on your book and also
because he hesitates to bring you
here at this time. While he is
not suspicious concerning conditions +
(his talks with the men having
been most satisfactory and very more
trouble such as took place at
Fernwood being unlikely) still one
never knows what turn events
might take and he feels that
something might possibly happen that would
embarrass you personally and that

30773 August the twenty-sixth

1065 LOGAN STREET
DENVER

Hotel Windsor

Dear Jay-

I am so disappointed
because of the possibility of your
not coming your trip to
Florida is very sorry to me. He is
planning now to see you in
Chicago before long. He is doing
this because of the suggestion
that you were anxious to
continue uninterrupted with the

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

there is no real necessity of running that risk.

It would be almost impossible to keep a visit of yours here absolutely secret. Several of the Company officials would probably know of it - and incidently their families. Flyn and I think the most successful way - if it is necessary to keep it quiet - would be for you to come directly to the farm and that is what we would like you to do. Then we can plan the conference in Chicago. Then the two reasons mentioned would make it more advisable to meet in Chicago and here later as was suggested.

As for the book - it might do to go on the shelf for a month, at least, but the other reason is everything. Aside from that I do wish you would come. I want to tell you how much and peace will be terribly disappointed too. It doesn't seem necessary for these complications to interfere with your visit with him.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

It means constant effort to correct false statements and influence and to keep the confidence but I'm sure it can be done with your wonderful Plan as a guide and Floyd intends to keep right at it until all are convinced. I am sure the setback this was a needed one for you and that you will be disappointed if it is given up.

30775

1065 LOGAN STREET
DENVER

If you stay at the farm we can have him here most of the time. He could even stay one night and occupy the tent. I have all plans made so please come.

Floyd hesitates to write fully to you because of past experiences but he says to tell you that he is not worried and is quite sure there will be no real trouble.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I don't like the Chicago idea at all because it doesn't include me. I am much stronger now than I have been at any time since my operation last Wednesday and I wished me my limits as far as the trips are concerned. The Waldorf [illegible] opening was wonderful. I had half of the Italian Ballet & [illegible] on my lap during the performance - and many Italians stepping on my toes during the dance but I had a fine time nevertheless.

We go down on Tuesday to Trinidad. Lloyd will have meetings at Hurley - Frederick & Segundo and the others and then we will be on hand for the Field Day - Saturday. We are going to take the children this time.

The Garden Club of Denver was formed right in my garden one day last week. They are excited as interested as I and I am sure it will be a success.

Do come before the flowers are gone - With love from us both I am

Affectionately

Ada F. Walbom

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30777

1065 LOGAN STREET
DENVER

Dear Pat, You have been on
my thoughts constantly since
the telegram arrived. Floyd
received it and could not
reach me but got the word to
your brother and Mary-
Ann spent
last evening with them and found
Rose surprisingly brave and calm

as I know you are. It was a
great shock to him and to all
of us. But he is most
philosophical and I do not
think will suffer any unusual ill effects
from the shock and sorrow.
If it is at last not to be with
you at this time. Floyd and I
would gladly come to you but I
believe we can be of greater help
and comfort to you all being here

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

with Isaac. Am glad they are willing to go to the Spurlings on Saturday - they both like much improved from their short outing and another week just now will mean much to them.

My deepest sympathy is with you dear mother - after so many years together! & think of Ila is like my father in some ways. And if the remaining years of her life can be kept full of interest she will keep well. & hope you will bring Vera out here soon to all Isaac. The anticipation of seeing him would make the trip possible. & should love to have both Ila and your sister Jennie with me.

& know God is giving you strength to bear all that has come to you but how & wish we could share with you. You have our love and true friendship dear Roy. Flash is waiting to dig for the plan to come at once

Thursday Always faithfully
Ashley D. Walton

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30779

1065 LOGAN STREET
DENVER

Dear Rex,

Your presence with us this morning is very real. First the telegram for Elizabeth, which delighted her more than any thing else you could have done and later the opening of the box that we found at your own return from the farm yesterday afternoon and the sight of the wonderful "Knight Victory" all have brought you even

closer than you have been at any time since your departure. Just a glance at the beautiful figure makes me stand erect and full of strength that is greater than my own. It is a little part of the Infinite made visible and is giving to be a constant inspiration - giving the strength and courage that I need so badly and showing the possibilities of which we are capable and the victory that can be won. It is encouraging that

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

a figure could mean so much! It is enveloped with associations of you. You came into my life when I was doubting and helped & make my faith stronger so that I could almost see the little cross that came later - Then you helped me with the case until now it is no cross at all but a wonderful victory.

You would never for a moment feel discouraged with the accomplishments of the past year and a half could you know how much you have given "just me". You have helped me & attain a spiritual understanding and strength that I will never lose and you have given me a much broader and higher intellectual outlook than I ever would have had with out you and lastly you have brought me my health! I don't suppose I am quite worthy a whole year and half effort but I am only one - and there is much else. You have had a remarkable influence with Floyd too - in ways that he most needed and your influence has brought a sweetness and a finer atmosphere

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

questions - I am sure the doubts will stay away and the peace and tranquility that have come will remain with you as they will with me - I am so glad you are continuing your diary - be sure to keep up the out of door exercise and what is most important intersperse a little fun and real life with the work on the book. I am reading Cattell What Men Live By. (Work. Play. Love and Worship) and Play is as important as the other - it is recreation with a hyphen. re-creation and if restores our power to work.

into our home. Even the children have benefited by it - at first through me - and now directly in learning and living with you - The Knight Destiny will acutely influence their lives. I shall keep it in my room this winter and in the Spring give it the place of honor in the big room at the farm.

I cannot tell you with what relief and happiness I read your letter - such a splendid, satisfying letter too. It removed all my

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

We had been "playing" a little - the luncheon for Mr Vandelip made a pleasant. I was seated next to the guest of honour and found him most interesting. He told me of a model school he has built at or near his home on the Hudson for his children and the neighbour children. It contains a real theatre and all the latest educational ideas are being practised including Dr Fitzpatrick recommendations. There is such a wide, fruitless field at a dinner such that Mr and Mrs Ashley gave - but heard Ornamuski and seen Tagore - he had a little, then was that did not carry as we could not follow him very well - but in spite of that his whole appearance was so calm and reposeful and you could feel the strength that came from his union with the Spiritual. It reminded one of Jesus, as though he had lived for centuries and would always continue to live - and I guess he will!

We go to the Deans. Dean Hall plays on Sunday afternoon for a talk on the Bible - there are just eight couples - all friends - so we feel free to ask questions - The Dean is a wonderful teacher - Sunday he convinced us that the Bible was an inspired and

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30784

several days in my garden putting in tulip bulbs and thinking of you. I think often of you mother and hope that her strength and good health like gradually returning as my Father did. He has returned from his trip in the best of health and spirits. Give Mother King my love. With truest affection for you Dave from your friend Ada.

Monday afternoon.

The food suggestion is lovely. It would be perfect in my book garden. Ada.

1065 LOGAN STREET
DENVER

not a man-made book. Tonight we are going to hear Mr Roosevelt.

Mike had me afternoon with Mac. He has lost the strained look and seems better and stronger. The satisfaction of having seen his mother and you is great. He read me the last chapter of his book which seems the best of all. We had a fine talk together. Mary is looking better.

As for me, I can feel myself growing stronger day by day. I have spent

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Our new work is running for State Representative on the Socialist ticket - we are going to vote for her - as we do not think she will be elected and she is a splendid worker - (we want to keep in her good graces). Mr Underhill and others are sure that Hughes will be elected. I am positive that Wilson will be our President.

Let me know when there is even a hint of the elections being called in Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

game in the afternoon, beats all of the audience. I had more fuss than I have had in years.

It is hard to picture you big and strong in Johns Hopkins today - but how necessary it is that you should be there and how fortunate that circumstances brought it about as they did. Ever since you told me of your anxiety while in California I have realized your condition and longed for it to right itself quickly - am sure it will now

30785 Nov 6-16 1916

1065 LOGAN STREET
DENVER

Dear Jack, - I am staying home from church to write you as this letter must be good for us both & be straightaway. Yesterday was a busy day - John joined his first football team and I know he will not be more thrilled when he makes the Harvard eleven than he was yesterday - He spent the morning scanning his football suit and I attended the

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

altho I imagine you will still have to reside there overseas never-the-less a trial. It takes so much patience and control. I understand just what you have suffered and am so happy to say to know that it will soon be over for you as it is now for me. My little old lady says that we cannot worry and pray at the same time therefore pray continually. So I have acquiring a habit prayer habit to take the place of the other and it is the happiest, most satisfactory and the easiest thing I have ever done. And the most effective. I have gained four pounds and you left me such a good start did you give me in the right direction!

We were glad to hear that Mr G. was feeling better - isn't Floyd wonderful to go through with all they have had with his ill effects.

No doubt you have received the letter I wrote since the "Victory" arrived. I also wrote you a short note before it arrived. I have put it in the prior

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Monday.

I want so much to get a word to you but no body will let me. I was interrupted yesterday and had to hurry off to lunch with Mr and Mrs Whitten and meet Mr Strong. who is the Governor of the Federal Reserve Bank in New York and here for the rests for his health - He is most interesting and charming. He has been to France and England since the war broke out and talked very interestingly about both countries. We went from there directly to the Beach for some information about the Bible. His store of knowledge is wonderful.

30787

1065 LOGAN STREET
DENVER

in the world now when if we can inspiration for all - it is my choice.

May return to be enjoying the new car. It is very nice looking and a wonderful help to her I am sure it will mean much to them both.

I have seen very few of your friends and acquaintances so have not delivered your message as yet. We have been to several interesting lunches - interesting conversationally because of politics just now

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30788

When I ended our row with supper
with her and Mrs Hodges so there was no
chance to close with good bye and mail this
until now.

How I wish I could drop in
to see you this morning. Dear Joy, no
one in the world will be happier than
I when you are entirely free from this
trouble and a Member of Parliament once
more. It is all so nearly realized that it
makes me the more impatient. Now
what are you going to do? not work on the
book in the evenings I hope. I wish you
could go to England and return before the
elections are called. I wish you would
work up a Plan for the Nations to adopt
after the war that would not only bring
fame to you but give them something
better than the Unprepared ness ideas they now
have. You can do anything but first the
nerves must get strong. And they surely will
now that they do not have to fight the
tension from that absence any longer. With
the hope that this will find you happy and well
and hopeful and you are wonderful self. Dave. Your friend
Lila.

The substitution in the last two words - replacing "Joy" - was made by Mackenzie King himself.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30789 Dec 16th - 1914.

1065 LOGAN STREET
DENVER

Dear Jay

Each day is so filled with duties that there has been no time for writing. I am sorry for I wanted to get a word to you at Ottawa before you left for Walkerton. This will reach you before Christmas at your sister's home, and bring my love and good wishes to you and dear Mother King.

It is such a joy to think of you

well and Antonette and your mother in much good health. Mina is not back was quite serious but he is so much better that your Christmas may be free from care and a happy one. How I wish we could have you here.

Such a gay old time we are going to have especially as when compared with the one a year ago. The children have almost recovered from the chicken-pox and Floyd and I are in the best of health and spirits. There are 8

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

be there privately down beside the Country Club and Devon Club & talk and many dinners besides. I wish you could be here! There are so many things I should love to talk with you - the war and the new cabinet - and the election - and the tip about & I have thought much of that - you may not want to write of it but I hope you have not given up the idea and will be able to make it a reality. Perhaps after you return visit Ottawa. After the election - surely Mr J would understand and you could be of great service - you only need to be there.

Floyd returned from a trip to New York Sunday evening - Borden and Perrin together the night - Mr Power was worked and tired Floyd thought but wonderfully nice and considerate as usual. He ought to come to Quebec this Spring for a visit - we could find a quiet spot for him in the mountains and you should be here to welcome him - that is if you are not in England.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

your Executive Club and received if for them - They were very interested and approving - especially with the provision regarding publicity and the composition of the board. Dean Vaux & Mr. Pope both expressed their admiration for you and your ability. They would be interested to have some figures regarding the effect - the decrease in strike since the Club has been in force as compared with before.

I am writing carefully about this Cleveland Club because I am wanting you

I have been greatly honored by being invited into the finest Club in Denver - the Tuesday morning Club. very small and select - meeting with Dean Vaux Bleck each week and discussing anything and everything from politics to poetry. the members are Lindsay Pope, Grant, Steedlet, Hemington, Cutchlat Vaux and myself. We were discussing arbitration recently and I forwarded

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

to [illegible] me some of the many interesting things you come in contact with. Things you are doing yourself in writing of. Send extracts from some of those interesting letters you are receiving from England. I shall send you the letter & tell how & then some day. The [illegible] whom I have mentioned was in France last winter and the one many years last Tuesday.

I hope the book is progressing to your satisfaction. I was in Dr Herald's office yesterday just to consult a Medical Staff for the Orphan's Home. [illegible] 20792 you and has and said he was just reading a most interesting book of his & spoke with much enthusiasm of it. Among the chicken pox has kept me away from Ray and Mac for several weeks. I am glad to have the Indian pictures you should all me now & eight pounds and a clear complexion with you - ten pounds we could impose upon this picture taken in the summer.

The Proclamation reached us yesterday

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

will help change if not summon. It comes
from Peggy and me with our love and
appreciation of all you have brought into
our lives of goodness, happiness and beauty.
with the hope that it will bring joy
and beauty and much sunshine into your
life at Kingsmere. Please give
my love to your dear mother and my
regards to your sister and La Fabrique.
I hope the new little girl will be happy
and well behaved on Christmas day. With
the best of wishes to you in

30793

1065 LOGAN STREET
DENVER

best was duly read before the
assembled family. We are sending you
a little Christmas gift that we
big & thought it best to send it direct
to Ottawa. Am afraid you will wish when
you see it that it had gone direct
to Kingsmere. I am a little anxious
concerning it because it had to be selected
from a picture and the proportions had
to be guessed at. If it isn't appropriate we

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

which Floyd joins in these.

Yours affectionately,
Adam

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30795



Dear Mr. King,

Thank you for the papoose that you sent me and I am going to put it on my dolls bed. my doll

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Jack had a bath this morning
but he was dirty by noon
The picture you brought me
from Estes Mother is going to
have framed but it is bed
time so good- bye
From Elizabeth W Blown

~~Otto~~ cries some times

John is learning about
Indians in school and he
is going to take the things
you sent to him there
I hope you will have a nice
time and come to see us soon

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

~~Otto~~ cries some times

John is learning about
Indians in school and he
is going to take the things
you sent to him there
I hope you will have a nice
time and come to see us soon

Jack had a bath this morning
but he was dirty by noon
The picture you brought me
from Estes Mother is going to
have framed but it is bed
time so good – bye
From Elizabeth Wilbur

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

party, and we are all going to wear masks and I am going to be a skeleton. When daddy goes horseback riding Jacky goes with him.

I hope you will come and see us before long.

Your loving friend
Elizabeth Welborn

30797

1065 LOGAN STREET
DENVER

Oct. 23, 1916.

Dear Mr. King.

Thank you for the pin that you sent me. I went to hear Paderewski and I wore it there. I got the telegram that you sent, I think you were pretty nice to remember my birthday. I am going to have a Halloween party instead of a birthday

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30798

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

January 3, 1916.

My dear King:

This is a hurried acknowledgment of yours of the 28th ultimo, and an assurance that I expect to get time within the next two or three days to write you rather fully about a number of matters, including our meeting Tuesday of last week with the men at Pueblo, and a more recent conference with the public body.

I was glad, indeed, to sign my name to the very complete and creditable document that came to me from New York. I confess, however, that had time permitted I would have suggested one or two changes, as at one point in particular the inference might be justified that I claimed almost exclusive co-operation with your good self. Had the statement been made that you had readily responded to suggestions from directors and officers of the Company I think it would have suited me personally a little better.

However, the statement reached us on Friday morning before Christmas, with strong indications of desire to have it in printed form by the following Monday morning, the 27th, and none of us had time to more than read it over once before passing it on to the printer. Calculating the probable time of arrival of the Commission, based on the public information I had of the intended time of their departure from New York, I felt that we would not have an opportunity to present the matter before Wednesday or Thursday, the 29th or 30th, yet fearing that the movements of the Commission might have been advanced a little I thought it unsafe to delay in any particular the work of the printers. Therefore, we arranged with them to work on Friday night, as well as on Sunday following Christmas.

The Pueblo CHIEFTAIN published the statement in full, while the Denver papers contained only very brief accounts of the meeting. Clippings from all of these papers will be sent to you in due time.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30799

THE COLORADO FUEL AND IRON COMPANY
INDUSTRIAL
BULLETIN
For the Information of Employees
PUBLISHED UNDER DIRECTION OF C. J. HICKS, EXECUTIVE ASSISTANT TO THE PRESIDENT
BOSTON BUILDING, DENVER, COLORADO

Volume I JANUARY 3, 1916 (Special) Number 3

Statement Presented to the President's Colorado Coal Commission, Dec. 31, 1915, by J. F. Welborn, President, The Colorado Fuel and Iron Company

To The President's Colorado Coal Commission—
Hon. Seth Low, Mr. Charles W. Mills, Mr. Patrick Gilday:

APPRECIATING the spirit in which the President's Colorado Coal Commission has extended its co-operation and the public ends the Commission has been appointed to serve, the Colorado Fuel and Iron Company welcomes the visit of its members to Colorado, and will be pleased to afford them every facility for studying existing relations between the Company and its employees. We shall welcome a visit of the Commissioners to each of the Company's several mining camps, as well as to its iron mines, lime quarries, and steel works, should these branches of the Company's industrial operations also be of interest. The Company will be pleased to furnish the Commission with available information respecting matters pertaining to the employment, living and working conditions of its employees, and will gladly accord its members every facility for personal inspection of the Company's properties and personal interviews with employees should this be desired.

Knowing that the Commission's time is limited, and that the Colorado Fuel and Iron Company is but one of a number of coal companies in Colorado with regard to which its appointment has had reference, it has seemed to us that the purposes of the Commission might be facilitated and the Company's individual position more adequately presented were a brief statement prepared which would summarize the Company's recent and present activities in those matters concerning which the Commission has tendered its good offices, and would outline the Company's policies with respect to the same.

The Attitude of the Colorado Fuel and Iron Company Towards the President's Colorado Coal Commission

And, first, as to the Colorado Fuel and Iron Company's attitude towards the Commission itself. This attitude could not be better expressed than in the statement of it contained in the Commission's report forwarded on March 5th last from New York to the President at Washington, and which, referring to the conference which took place at the residence of the Chairman of the Commission in New York about that time, says:

"We have just had the opportunity to confer with Mr. Welborn, the President of the Colorado Fuel and Iron Company, and with a group of the New York directors, including Mr. John D. Rockefeller, Jr. The attitude of the Colorado Fuel and Iron Company as stated by these gentlemen is frankly to co-operate with this Commission. They explained to your Commission in great detail the efforts that Company is making to get into closer relations with its employees, and to provide means for the joint consideration of grievances and for their correction. The Company does not speak of its plan as a thing complete in itself; but it hopes that it will prove to be the first step in a movement which will bring about increasingly good results."

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30800

The Commission's Decision to Delay Its Visit to Colorado Until the Present Amply Justified

Elsewhere in the same report to the President the Commission says:

"Your Commission is persuaded that it can accomplish more by waiting until next autumn before going to Colorado than by going now. We have already secured the co-operation of the Governor of Colorado, of the Colorado Fuel and Iron Company, and of several of the smaller operators; and we believe that time will enlarge the area of co-operation, not only through the force of public opinion, but also, as we hope, through the demonstrated usefulness of co-operation. Time will also serve to show whether the new steps taken by the Colorado Fuel and Iron Company are in the right direction, and generally whether the new State legislation is adequate, and how it is working."

Our Company believes that the Commission has acted wisely in deferring its visit to Colorado until the present. As foreseen, time has been afforded to show whether the steps taken by the Company more than a year ago to further closer relations with its employees and to provide means for the joint consideration of grievances were in the right direction, and opportunity has been given to develop the initial steps into a comprehensive plan of industrial representation and an agreement between the Company and its employees, which it is hoped will commend themselves to the Commission.

The Beginnings of the Plan of Industrial Representation

You will recall that, in acknowledging the receipt of the Commission's communication of January 19th enclosing a copy of the letter from the President of the United States, and offering the Commission's good offices in helping to prepare the details of a plan which would afford, with respect to grievances, quick and easy access on the part of employees to officers of the Company, I intimated that the Commission was quite right in assuming that the Company was in no way averse to the creation and adoption of some such plan. In the same letter I mentioned that the Company had only been awaiting the termination of previous industrial disturbances to introduce a plan of co-operation which it was hoped might serve to permanently avoid serious differences and insure the maintenance of fair and friendly relations between its officers and employees. In this letter I outlined the first steps in the inauguration of this plan, which embraced the appointment, on December 16, 1914, of a mediator between the Company and its employees in the coal mines for the adjustment of possible differences, and the selection, by ballot, by the employees, on January 19th of the present year, of representatives to the number of twenty to represent them in respect to questions of mutual interest, and to be their accredited representatives at a joint meeting of officers of the Company and representatives of the employees to be held in Denver that month, and at subsequent joint meetings.

These were but the beginnings in the development of the plan of industrial representation which has been matured after painstaking investigations of all conditions affecting the economic, social and moral well-being of the Company's employees, and with the aid of expert counsel and advice obtained from a variety of sources.

The Development of the Plan of Industrial Representation

So far as its individual business is concerned, the Company, in addition to the thought and attention its own officials have given the subject, has not hesitated to invite suggestions with respect to economic improvement and social and industrial betterment from persons in a position to know the industrial situation in Colorado, and to study the reports and opinions concerning it expressed by the numerous bodies and individuals who have had to do with different investigations. Such ideas as appeared relevant the Company has sought to embody in a constructive plan which it is now happily in a position to present the Commission with in a form which has received the approval of the Board of Directors and employees alike.

In the development of the plan to its present comprehensive proportions, the Company has been fortunate in having had visits during the year from three of its New York directors, all of whom have given to its labor policies close and careful consideration, and in having had opportunity of conferring from time to time with Mr. Mackenzie King, who has made an intimate study of conditions in Colorado, and has responded cordially to requests from myself for counsel and suggestions as to means of improving industrial conditions in the mining camps and the permanent relations between the Company and its employees. Especially was the Company fortunate in having, during September and October, a visit of three weeks' duration from Mr. John D. Rockefeller, Jr., who devoted his entire time to a personal examination of the working and living conditions of the Company's employees in the several camps, and to co-operating with the Company's officials and the employees' representatives in bringing the Industrial Repre-

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

sentation Plan and the Agreement respecting employment, living and working conditions between the Company and its employees to the form in which they are now presented to the Commission.

Specific Points on Which the Commission Has Been Asked to Report

In the letter of January 19th, in which the Commission offered its good offices to the coal operators in Colorado, and with which was enclosed a copy of the letter received by the Commission from the President of the United States, the Commissioners say:

"The three points to which the President calls our attention as established by the Anthracite Strike Commission seem so fundamentally sound and so applicable that their acceptance in Colorado might be expected to bring about industrial relationships that would endure."

The three findings of the Anthracite Strike Commission cited by the President as embodying principles which might apply in one field as well as in another, and referred to by the Commission as fundamentally sound, are set forth by the President as follows:

"Finding IV provides for a board of conciliation on which both the operators and miners are to be represented; Finding V secures to the miners the right, at their own expense, to check the weights upon which they are paid; and Finding IX provides that no person shall be refused employment or in any way discriminated against on account of membership or non-membership in any labor organization; and that there shall be no discrimination against, or interference with, any employee who is not a member of any labor organization by members of such organization."

Referring to these findings, the President further says:

"I would very much appreciate a report from the Commission on the question whether these principles, which have served to secure peace by agreement in Pennsylvania for twelve years in the anthracite coal industry, are not now suitable and applicable to the conditions in Colorado, whether it would not be possible to obtain their acceptance there. If it is not, in the opinion of the Commission, possible, it would throw a great deal of light on the situation if the Commission would state the reasons why they do not find it possible."

The Commission having been specifically directed to report upon the suitability and applicability to conditions in Colorado of the principles cited, and as to the possibility of obtaining their acceptance in Colorado, it may facilitate the Commission's work in this particular if I immediately bring to its attention the fact that the principles embodied in each of the three findings of the Anthracite Coal Commission to which reference has been made by President Wilson are not only acceptable to the Colorado Fuel and Iron Company, but are specifically set forth as a part of the plan of representation governing the relations between the Company and its employees, and will be found in printed form in the copy of the plan and agreement supplied to the Commission herewith.

The Nature and Democratic Basis of the Industrial Representation Plan

To appreciate the broad democratic basis of the plan of representation of the Company's employees, not merely on boards of conciliation, but with respect to all matters pertaining to employment, living and working conditions, it is necessary to glance at the methods by which that representation is effected. Some have erroneously described what is provided in this connection as an attempt to create within the Company a union of its own employees. Such a characterization mistakes altogether the nature and purpose of the Plan, which has nothing whatever to do with the formation of any organization intended either to rival or supplant organizations in the nature of unions. A comparison of what in principle is aimed at might with greater accuracy be made with the constitutions of the different States or the United States, which provide a basis whereby individuals, irrespective of race, creed, color or association, are entitled to representation in matters pertaining to their rights as citizens, which representation is effected by the choice of representatives through the instrumentality of the ballot, and the conferring upon those chosen the power to speak on behalf of the electorate in matters pertaining to its welfare. The House of Representatives of Congress and the Houses of Representatives of the several States are in no sense of the term a union. They are voluntarily elected bodies, through the medium of which political liberties are secured to the people. With this parallel in mind, the true intent and purpose of the Plan of Representation now in operation in the several mining camps will be more readily understood. It does not create a union of any kind, but it seeks to secure employees in their industrial rights by affording representation, irrespective of race, color, creed, political, union or other affiliation, to every wage-earner in the mining camps with respect to his employment and working and living conditions. This representation is accorded on the basis of one representative to each 150 employees, though where

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

the number of employees in any one camp exceeds 150 or any multiple thereof by 75 or more, the camp is entitled to an additional representative.

The Company refers the Commission to Part I of the printed plan herewith for detailed information as to the nomination and election of employees' representatives, the time, place and method of calling and conducting meetings for this purpose, and the nature of their proceedings.

Representation of Employees With Respect to Any Matters, and the Duties of the President's Industrial Representative With Respect Thereto

As a reference to the Plan will show, representatives of the employees have the right to take up on their behalf any matters of concern to them. To insure the exercise of this right in a manner which will make representation effective, the Company has added to its staff, as a link between the President's office and the wage-earners, an officer known as the President's Industrial Representative, whose duties (as will be seen by reference to Section 10 of Part III of the Plan) are to respond promptly to any request from employees' representatives for his presence at any of the camps, and to visit all of them as often as possible, but not less frequently than once every three months, to confer with the employees or their representatives and the superintendents respecting working and living conditions, the observance of Federal and State laws, the carrying out of Company regulations, and to report the result of such conferences to the President.

Attached hereto is a form which the President requires his Industrial Representative to use in visiting the several camps. It will be observed that this form, which bears the President's name, cites the duty of his Industrial Representative as set forth in the Plan, and requires the signature of the employees' representatives to statements of matters dealt with and with respect to conditions at the several mining camps at the time of the visit of the President's Industrial Representative either in response to special requests or under the rules respecting regular visits.

Representation of Employees on Joint Committees and at District Conferences

But this is only one means whereby the Company seeks to make effective the representation of its employees in matters pertaining to employment and to their working and living conditions. A further means is contained in the provision which the Plan makes for representation of employees along with officers of the Company on joint committees and at district conferences. Reference to Part II of the Plan shows that for this purpose the camps of the Company have been divided into districts, in each of which conferences between the employees' representatives and officers of the Company are held not later than two weeks following the annual election of representatives in January and at intervals thereafter of not more than four months. These conferences are for the purpose of discussing freely matters of mutual interest and concern to the Company and its employees, embracing a consideration of suggestions to promote increased efficiency and production, to improve working and living conditions, to enforce discipline, avoid friction, and to further cordial relations between the Company's officers and employees.

At the first of the district conferences held in each year, joint committees on industrial relations for each district are selected, which joint committees are in the nature of permanent committees entrusted with duties specifically set forth in the Plan, and with such other special duties as may be assigned by the conferences. The permanent joint committees are four in number, namely: The Joint Committee on Co-operation and Conciliation; the Joint Committee on Safety and Accidents; the Joint Committee on Sanitation, Health and Housing, and the Joint Committee on Recreation and Education. Each of these committees is composed of six members, and in the selection of members the employees designate three and the President of the Company, or his representative, three.

The attention of the Commission is particularly invited to the wide range and scope of the subjects with which the joint committees are expected to deal. It is believed that the variety of subjects as set forth in the Plan is sufficiently comprehensive to embrace, at least in general terms, every kind of question likely to be of concern to any of the employees in their relations with the Company.

The Joint Committees on Industrial Co-operation and Conciliation may of their own initiative bring up for discussion at the joint conferences, or have referred to them for consideration and report to the President or other proper officer of the Company, at any time throughout the year, any matter pertaining to the prevention and settlement of industrial disputes, terms and conditions of employment, maintenance of order and discipline in the several camps, Company stores, etc., etc.

Similarly, the Joint Committees on Safety and Accidents deal with matters pertaining to the inspection of mines, the prevention of accidents, the safeguarding of machinery and dan-

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

gerous working places, the use of explosives, fire protection, first aid, etc., etc.

The Joint Committees on Sanitation, Health and Housing deal with matters pertaining to health, hospitals, physicians, nurses, occupational diseases, tuberculosis, sanitation, water supply, sewage system, garbage disposal, street cleaning, wash and locker rooms, housing, homes, rents, gardens, fencing, etc., etc.

The Committees on Recreation and Education deal with matters pertaining to social centers, club houses, halls, playgrounds, entertainments, moving pictures, athletics, competitions, field days, holidays, schools, libraries, classes for those who speak only foreign languages, technical education, manual training, health lectures, classes in first aid, religious exercises, churches and Sunday schools, Y. M. C. A. organizations, etc., etc.

In addition to the regular periodical meetings of the several joint committees on industrial relations, it is provided that these bodies should be available for consultation at any time throughout the year with the President, the President's Executive Assistant or any officer of the operating department of the Company, or with the Advisory Board on Social and Industrial Betterment, a body described further on.

Representation of Employees at Annual and Special Joint Meetings

A still further means of securing to employees a voice with respect to conditions as viewed by them, and which it is the purpose of the representative idea underlying the Plan to effect, is secured in the provision for an annual joint meeting in the month of December, to be attended by the President and such other officers of the Company as he may select, and by all the employees' representatives of the several districts. The Plan provides that at this meeting, reports covering the work of the year shall be made by the several joint committees, and matters of common interest requiring collective action considered. The Plan further provides that special joint meetings of any two or more districts may be called at any time upon the written request to the President of a majority of the representatives in each district, or upon the President's own initiative, for the consideration of such matters of common interest as cannot be dealt with satisfactorily at district conferences.

Quick and Easy Access on the Part of Employees to Officers of the Company With Respect to Grievances

Whilst the Plan of Representation adopted by the Company is intended to foster and encourage the representative idea in industrial affairs, just as in public matters is the case with political representation, care has been taken to preserve the right of each and every employee to safeguard his own interests by a direct appeal, if he so desires, to the President of the Company and other of its officers. The Plan specifically provides that every employee shall have the right of ultimate appeal to the President of the Company concerning any condition or treatment to which he may be subjected and which he may deem unfair; though before presenting any grievance to the President, the President's Industrial Representative, or other higher officers of the Company, employees are expected to first seek to have their differences or the conditions complained about adjusted in person or through their representatives, with the Mine Superintendent. Employees believing themselves to be subjected to unfair conditions or treatment, and having failed to secure satisfactory adjustment of the same through the Mine Superintendent, may present their grievance to the President's Industrial Representative, either in person or through their regularly elected representatives, and it is the duty of the President's Industrial Representative to look into the same immediately and seek to adjust the grievance. Should the President's Industrial Representative fail to satisfactorily conciliate any difference with respect to any grievance, suspension or dismissal, the aggrieved employee, either himself or through his representative—and in either case in person or by letter—may appeal for the consideration and adjustment of his grievance to the Division Superintendent, Assistant Manager or Manager, General Manager, or the President of the Company, in consecutive order.

The Prevention and Settlement of Industrial Disputes by Voluntary Conciliation and Arbitration

It is provided by the Plan that where the President's Industrial Representative or one of the higher officials of the Company fails to adjust differences satisfactorily, upon request to the President by the employees' representatives, or upon the initiative of the President himself, the difference shall be referred to the Joint Committee on Industrial Co-operation and Conciliation of the district, and the decision of the majority of such Joint Committee shall be binding upon all parties. This provision, it will be observed, constitutes a board of conciliation on which both the operators and the miners are represented; but it is only one of such boards. The Industrial Representation Plan as drafted recognizes so strongly the

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

merit of conciliation and voluntary adjustment of differences over any other means for their prevention and settlement that it goes great lengths in the provision it makes for the settlement of all grievances and differences on the principle of conciliation and arbitration, within the industry itself, and, failing this, for their settlement by similar agencies which the State itself has created.

It is provided, for example, that should the Joint Committee on Industrial Co-operation and Conciliation to which a difference may have been referred fail to reach a majority decision in respect thereto, if a majority of its members so agree, the Joint Committee may select as umpire a third person, who shall sit in conference with the Committee, and whose decision shall be binding upon all parties. In the event of the Joint Committee on Industrial Co-operation and Conciliation failing satisfactorily to adjust a difference by a majority decision or by agreeing on the selection of an umpire as aforementioned, the Plan provides that within ten days of a report to the President of the failure of the Joint Committee to adjust the difference, if the parties so agree, the matter shall be referred to arbitration; otherwise, that it shall be made the subject of investigation by the State of Colorado Industrial Commission in accordance with the provisions of the statute regulating the powers of the Commission in this particular. Where a difference is referred to arbitration, the Plan provides that one person shall be selected as arbitrator if the parties can agree upon his selection. Otherwise there shall be a board of three arbitrators, one to be selected by the employees' representatives on the Joint Committee on Industrial Co-operation and Conciliation in the district in which the dispute arises, one by the Company's representatives on this Committee, and a third by the two arbitrators thus selected. The Plan further provides that by consent of the members of the Joint Committee on Industrial Co-operation and Conciliation to which a difference has been referred, the Industrial Commission of the State of Colorado may be asked to appoint all of the arbitrators, or itself arbitrate the difference.

Freedom of Representatives in the Discharge of Their Duties

One further provision of the Plan is of primary importance, as taking account of a fundamental consideration in all matters of representation, that, namely, of the freedom of representatives to discharge, without fear or favor, their full obligation to those by whom they have been elected, in the representation of them in matters pertaining to their welfare. This the Plan secures, in the first instance, by reserving to employees the right to replace a representative in whom they may have lost confidence, by one of their number whom they believe to be more adequately qualified to represent them. A further safeguard is found in a section of the Plan which accords to an official body directly responsible to the State as a whole the right in the last analysis to determine the fairness or unfairness, if any, of the treatment accorded employees' representatives, and the reparation to be made by the Company in the event of injustice to a representative on the part of any of its officers. The provision of the Plan relating to this feature is Section 18 of Part III, which reads as follows:

"To protect against the possibility of unjust treatment because of any action taken or to be taken by them on behalf of one or more of the Company's employees, any employees' representative believing himself to be discriminated against for such a cause shall have the same right of appeal to the officers of the Company or to the Joint Committee on Industrial Co-operation and Conciliation in his district as is accorded every other employee of the Company. Having exercised this right in the consecutive order indicated without obtaining satisfaction, for thirty days thereafter he shall have the further right of appeal to the Industrial Commission of the State of Colorado, which body shall determine whether or not discrimination has been shown, and as respects any representative deemed by the Commission to have been unfairly dealt with, the Company shall make such reparation as the State of Colorado Industrial Commission may deem just."

Fundamental Principles Expressed in Findings of the Anthracite Strike Commission Embodied in Industrial Representation Plan

This review of the means of effecting the representative idea underlying the Industrial Representation Plan, and, in particular, of the machinery provided by it for the prevention and adjustment of grievances and disputes, will be sufficient to show the Commission that the Plan fully embodies the principle expressed in Finding IV of the Anthracite Strike Commission, which provides for a board of conciliation on which both operators and miners are to be represented, and with respect to the suitability and applicability of which to conditions in Colorado, and its acceptance here, the President desired a report from the Commission.

With respect to the other two findings of the Anthracite Strike Commission, regarding the suitability and applicability of which to conditions in Colorado your Commission has

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

also been asked to report to the President, it is possible to refer more briefly, in a manner which will show the Commission that the principles embodied in these findings have also met with a ready acceptance by the Colorado Fuel and Iron Company.

Finding V of the Anthracite Strike Commission is stated in the President's letter, to secure to the miners "the right, at their own expense, to check the weights on which they are paid." Under the title of "Employees' right to employ checkweighmen," being Section 8 of Part III of the Industrial Representation Plan, will be found the following, which secures this right to the employees of the Colorado Fuel and Iron Company:

"As provided by statute, miners have the right to employ checkweighmen, and the Company shall grant the said checkweighmen every facility to enable them to render a correct account of all coal weighed."

Finding IX of the Anthracite Strike Commission, the other finding to which the President refers, is stated in the President's letter to provide "that no person shall be refused employment or in any way discriminated against on account of membership or non-membership in any labor organization; and that there shall be no discrimination against or interference with any employee who is not a member of any labor organization, by members of such organization." Under the title of "No discrimination on account of membership or non-membership in labor or other organizations," Section 3 of Part III of the Industrial Representation Plan of the Colorado Fuel and Iron Company has the following:

"There shall be no discrimination by the Company or by any of its employees on account of membership or non-membership in any society, fraternity, or union."

Other Pertinent Matters Dealt With in the Industrial Representation Plan

While these are the three specific points on which the President, in his letter to the Commission, requests a report, the President has intimated that he does not mean to confine the inquiry of the Commission to these points, but would suggest that they also report as fully as the circumstances permit on any other question that may seem pertinent to the particular situation. In this connection I should like to invite the attention of the Commission to the following sections of the Plan which appear to be pertinent, and which the Commission will discern have been devised with a view to secure fair play and justice to the Company's employees in matters affecting their employment and working conditions. I also desire to refer the Commission to the Memorandum of Agreement respecting employment, living and working conditions, which is in force at the present time, and which, together with the signatures of the parties thereto, is printed as a part of the document containing the Industrial Representation Plan.

Part III of the Plan has, amongst others, the following important sections:

"Observance of Laws, Rules and Regulations.—There shall be on the part of the Company and its employees a strict observance of the Federal and State laws respecting mining and labor, and of the Company's rules and regulations supplementing the same." (Section 1.)

"Posting of wages and rules.—The scale of wages and the rules in regard to working conditions shall be posted in a conspicuous place at or near every mine." (Section 2.)

"The right to hire and discharge, and the management of the properties.—The right to hire and discharge, the management of the properties, and the direction of the working forces, shall be vested exclusively in the Company, and, except as expressly restricted, this right shall not be abridged by anything contained herein." (Section 4.)

"Employees' right to caution or suspension before discharge.—There shall be posted at each property a list of offences for commission of which by an employee dismissal may result without notice. For other offences employees shall not be discharged without first having been notified that a repetition of the offence will be cause for dismissal. A copy of this notification shall, at the time of its being given to an employee, be sent also to the President's Industrial Representative and retained by him for purposes of future reference. Nothing herein shall abridge the right of the Company to relieve employees from duty because of lack of work. Where relief from duty through lack of work becomes necessary, men with families shall, all things being equal, be given preference." (Section 5.)

"Employees' right to hold meetings.—Employees shall have the right to hold meetings at appropriate places on Company property or elsewhere as they may desire, outside of working hours or on idle days." (Section 6.)

"Employees' right to purchase where they please.—Employees shall not be obliged to trade at the Company stores, but shall be at perfect liberty to purchase goods wherever they may choose to do so." (Section 7.)

Agreement Between the Company and Its Employees Respecting Employment, Living and Working Conditions

As to the Memorandum of Agreement, it will be observed that it, together with the Plan of Representation, was discussed and unanimously adopted at a joint conference of the officers of

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30806

the Colorado Fuel and Iron Company and the representatives of its employees, held at Pueblo on Saturday, October 2, 1915, and referred by the conference for approval to the Board of Directors of the Company and to the Company's employees at the several mining camps, on the understanding that both the Plan and Agreement should be voted upon by secret ballot, and if adopted by the Board of Directors on the one hand and a majority of the Company's employees on the other, should become binding upon the parties thereto. In accordance with the action of the joint conference, the Plan of Representation and Agreement were referred for approval to the Board of Directors of the Company and were unanimously adopted by that body on October 4th; they were also referred to the Company's employees at the several mining camps and voted upon by secret ballot on Monday, Tuesday, Wednesday and Thursday, October 4th, 5th, 6th and 7th, and on Monday, October 25, 1915, and were approved by a majority of nearly 85 per cent of the vote cast. The votes numbered in all 2,846, of which number 2,404, or 84.47 per cent, were in favor of and 442, or 15.53 per cent, were against the proposed Plan and Agreement.

Examination of the Memorandum of Agreement will show that, in addition to the rights and privileges guaranteed the employees of the Company in the Industrial Representation Plan, its clauses embrace specific stipulations respecting the rent of dwellings, light and water, the prices of powder and domestic coal, the fencing of employees' homes and garbage removal, bath and club houses, hours of labor, semi-monthly payment of wages, and wage schedule and working conditions. The Agreement became operative during the month of October and binds the Company and its employees until January 1st, 1918; it continues thereafter, subject to revision upon ninety days' notice by either of the parties.

The Co-operation of the President's Colorado Coal Commission

In directing attention to that part of President Wilson's letter which mentioned that the President's conception of the duty of the Commission was that it should act as "a friend of all parties in an effort to bring about a mutually acceptable agreement," the Commission, in transferring the same to the coal operators in Colorado, referred as follows to the possible service which it was led to hope it might render in the creation and adoption of some plan which might be in the nature of a mutually acceptable agreement:

"By the letter from Mr. Rockefeller, dated August 11, 1914, read by Mr. Welborn at the hearing of the Federal Commission on Industrial Relations, in which was outlined a plan to afford quick and easy access on the part of the employees of the Colorado Fuel and Iron Company to the officers of the Company with reference to grievances, we are led to hope that you may not be averse now to the creation and adoption of some such plan. If this be the fact, it is possible that we may be of service in helping you to prepare the details and secure its acceptance by both the operators and miners of Colorado. Probably any such plan should embody some satisfactory provision for its interpretation in case differences of opinion arise in the course of operation.

"While it may easily be your preference to formulate such a plan in the first instance, we beg to point out that any plan under existing conditions is likely to be received more cordially and to be acted upon more successfully if it reaches its final form in co-operation with the President's Commission, and that it would be likely to be better received by the public.

"It is for these reasons especially that we think we may be able to be of service to you."

I have already referred to my letter of acknowledgment of this offer by the Commission of its good offices in helping to prepare the details of a plan and secure its acceptance by the parties thereto. In that letter I made mention of the steps the Company had already taken in the inauguration of a plan and foreshadowed the probability of its development by stating that the Company would be pleased to keep the Commission informed of further steps. I also intimated my intention of being in New York during the week beginning February 15th, and my willingness while there, if the Commission so desired, to acquaint its members with more of the details of the plan and its operation. You will recall that at this interview, which took place at the residence of the Commission's Chairman, I welcomed suggestions from the Commission as to features that it might be well to consider in subsequent developments of the plan. Valuable suggestions were made, account of which the Commission will recognize has been fully taken in the Plan of Representation and Memorandum of Agreement now in force. While, therefore, the Company has not waited until the present visit of the Commission to secure for the plan and agreement their acceptance by the parties affected, we hope the Commission will recognize in the care which has been taken to insure the adoption of features suggested by its members a willingness on the Company's part to have the Plan in its final development as much the result of co-operation with the Commission as circumstances would permit, and that the view which may be taken of it by the Commission will be such as to afford that commendation which will enable the Plan to obtain in

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

operation that degree of success, and from the public that degree of appreciation, which it has been hoped by the Commission its being matured in co-operation with the Commission, would afford.

As to the Commission's reference in the extract of its letter above quoted, to a satisfactory provision for interpretation of the plan in case differences of opinion arise in the course of its operation, this the Company believes has been adequately met by the machinery the plan provides for the prevention and adjustment of disputes, and in particular by the recognition which the Plan accords to the State of Colorado Industrial Commission, to which in the last analysis any matter in dispute may be referred. This recognition of the State in its relation to industry is of itself a feature of the Plan to which the Company invites the attention of the Commission. In this, as in other features of the Plan, the Company asserts no pride of authorship, beyond a sincere effort to avail itself of existing legislation and of ideas from whatever source obtainable in developing its plan in a form calculated to further its one object of promoting harmonious and friendly relations within the industry itself, and so far as its power lies, also within the State.

The Company's Social and Industrial Betterment Policies

Whilst from its communications it would appear that the Commission is primarily interested in the creation and adoption of a plan respecting the prevention and adjustment of grievances, and in the other specific points mentioned, the Company believes that the Commission will be hardly less interested in its work of social and industrial betterment, some features of which are outlined in Part IV of the Industrial Representation Plan. A reference to this part of the Plan will show that the management regards the promotion of harmony and good-will between the Company and its employees, and the furtherance of the well-being of employees and their families and the communities in which they reside, so essential to the successful operation of the Company's industry in an enlightened and profitable manner, that it has not only regarded the expenses necessarily incidental to the carrying out of the Plan, including the payment of traveling expenses of employees' representatives who attend joint conferences and annual joint meetings, and their reimbursement for the working time necessarily lost in so doing, as an obligation to be borne in its entirety by the Company; but has matured very definite social and industrial betterment policies with the administration of which it has directly associated the President's office by assigning to the President's Executive Assistant the specific duty of supervision of their administration.

The addition of an Executive Assistant to the President to assist, amongst other duties, in the administration of the Industrial Representation Plan and the administration of the Company's social and industrial policies, and the appointment of Mr. C. J. Hicks to this position, is a step in the development of this work which is certain to commend itself to the Commission. It will be noticed, too, that there has been constituted a permanent Advisory Board on Social and Industrial Betterment, of which the President's Executive Assistant is the Chairman. In the discharge of his duties, the President's Executive Assistant is expected from time to time to confer with the several joint committees, on Industrial Co-operation and Conciliation, on Safety and Accidents, on Sanitation, Health and Housing, and on Recreation and Education, as to improvements or changes likely to be of mutual advantage to the Company and its employees. Members of the several joint committees are expressly given the liberty to communicate at any time with the President's Executive Assistant with respect to any matters under their observation or brought to their attention by employees or officials of the Company which they believe should be looked into or changed, and, as far as may be possible, it is the Company's policy that the employees should be made to feel that the President's Executive Assistant will welcome conferences with members of the several joint committees on matters of concern to the employees, wherever such matters have a direct bearing on the industrial, social and moral well-being of employees and their families or the communities in which they reside. The President's Executive Assistant is also expected to exercise a general supervision over the sanitary, medical, educational, religious, social and other like needs of the different industrial communities with a view of seeing that such needs are suitably and adequately provided for, and the several activities pertaining thereto harmoniously conducted.

Owing to the necessarily isolated position of many of the mining camps and the consequent inadequate civic and state facilities for providing, regulating, or even properly supervising social, educational and religious needs and activities, the Company, as is the case everywhere with industry carried on in remote and unsettled communities, has been obliged to

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

itself assume many functions and discharge many duties which in more advanced and better organized communities would naturally be undertaken by the public authorities. A failure to clearly appreciate or indicate the circumstances which occasion these conditions has created some confusion in the public mind as to the attitude of the Company regarding its employees, in endeavoring itself to meet needs which would fail altogether of satisfaction were the Company not to assume some obligation with respect to them. That there may be no misunderstanding in the mind of the Commission as to how the Company is seeking to conduct its activities with respect to these matters of community and social need, the Company is only too pleased to take the opportunity presented by the Commission's visit to Colorado to place before it the lines of policy by which it has been seeking to govern its activities, and to invite from the Commission criticism or suggestion with respect to the same.

As respects Social Activities generally, the Company's policy may be described as one of co-operation. Such work of a social nature as is carried on by officials of the Company, and in particular by direction of the President's Executive Assistant, is along broad lines which seek to intelligently organize and systematize the efforts of the several camps. It has regard primarily to the fundamental needs of human beings, and it seeks to serve these needs in the order of their importance. The Company seeks to base its co-operation on an intelligent appreciation of all the factors affecting the situation, and towards this end has had social surveys of the several camps prepared, which reveal by carefully tabulated statistics and charts the complexion of their populations by reference to race, nationality, age, sex, occupation, religion, literacy or illiteracy, etc., etc. These social surveys have been made on a scale sufficiently comprehensive to make them a guide as to what may be necessary in directing or coordinating the various social activities, and meeting the needs to which existing conditions give rise. Among matters which have received special attention, and to which the Company has devoted a considerable amount of time and money in the past year, mention might be made of the following:

Improvement in the sanitary and living conditions of the several camps.—The surveys which have been prepared indicate that sanitary and living conditions vary greatly in the several camps. The Company is endeavoring to bring conditions up to the one standard, and that, the standard of the best. An effort is being made to give to the camps the appearance of model villages. Many new houses have been erected, and in some of the camps the Company has gone to considerable expense in removing quarters which were regarded as unsanitary or inadequate, and erecting model dwellings in their stead. The sum of $57,205.37 has been expended during the year in this way, and the policy will be continued. In the several camps the Company assumes responsibility for the appearance of the streets, the providing of garbage tins, the collection of garbage, etc., and is placing upon the employees responsibility for the appearance of their individual homes.

The transformation of houses into homes.—To encourage the employees to cultivate flower and vegetable gardens, the Company has adopted a policy of fencing, free of charge, each house lot owned by it. During the year the cost of fences supplied by the Company in carrying out this policy has amounted to $15,295.47. There has been a splendid response on the part of the Company's employees to what has been done by the Company in this direction. Many flower and vegetable gardens have been started in the different camps, with vast improvement to the camps as a whole and immediate direct advantage to the employees themselves.

The construction of bath and club houses and the establishment of recreation centers.—The Company is continuing its policy of providing, as rapidly as possible, suitable bath houses and social centers in the nature of club houses for its employees in the several mining camps. The expenditure of the Company during the year on bath houses and club houses has amounted to $22,971.99. The additional expenditure necessary to complete club houses now in course of erection, and soon to be finished, is estimated at $24,000.00.

The Company has viewed with satisfaction the State law prohibiting the continuance of the liquor traffic after the expiration of the present year. It hopes, in the development of its club houses, to provide social centers which will prove more attractive than have the saloons, to any who may have previously frequented them. The club houses are being carefully planned, so as to provide facilities for recreation and social enjoyment among all classes in the camps; library, reading and writing rooms, partial gymnasium equipment, entertainment halls, are among the features provided.

During the year the Industrial Department of the *Young Men's Christian Association* appealed to the management for the privilege

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

of commencing its work in some of the camps. The request was preceded by a proposal of the Association to have its officers prepare a survey of the needs of the several camps to which the Association would be prepared to minister. The privilege of making this survey was granted, and the Association has since been accorded by the Company the right of commencing its activities in some of the camps, on the understanding that it will be permitted and encouraged to carry on its work so long as its so doing is acceptable to the employees themselves, and is discharged in a manner calculated to render a useful social service. At several camps where clubs were in existence the members have voted to co-operate with the Y. M. C. A.

Hospitals and Doctors.—In camps where arrangements for hospitals and doctors have already been made and are satisfactory, the Company's policy is to continue these arrangements, but in making any new arrangement for a doctor in any of the camps, the employees' representatives are to be called into consultation with the President's Executive Assistant and the Chief Medical Officer in his selection, and the agreement governing the doctor's services is to be made as between all four parties. In addition to the Company's Hospital at Pueblo, which has a direct relation to each of the several camps, the Company contemplates the erection of emergency hospitals, as need for same may be apparent in the different camps. In this work the Company has been aided during the year by the voluntary contributions of up-to-date emergency hospitals at the coal camp at Primero and the iron mining camp at Sunrise, Wyo., by Mr. John D. Rockefeller, Jr., both of which emergency hospitals are at the present time in the course of erection.

As respects education, the Company's policy is one of non-interference, with voluntary co-operation where needful. It is recognized by the Company that the State law respecting education must be the basis of all educational work in the camps, and that the Company's first concern is that of seeing that the public authorities meet the requirements of the law so far as it is in their power to do so. Whenever the educational needs of a camp can be satisfactorily met without the assistance of the Company or any of its officials, it is the Company's policy not even to attempt co-operation. Where, however, it is evident that co-operation is necessary to insure proper educational facilities being provided, the Company seeks to exercise this co-operation without any desire to control. In the selection of school trustees, for example, the Company wishes to have it known that it is as citizens only, and not as Company officials, that officers of the Company are allowed to accept office, and it is the Company's wish that wage-earners in the camps should understand that in the nomination and election of school trustees they have the same rights and may exercise them just as freely as any official of the Company. Owing to the very large number of foreigners, many of whom are illiterate, the Company believes it would be as prejudicial to the interests of their children as to the interests of other children in the camps, were Company officials to be wholly debarred from accepting office as trustees simply because of their connection with the Company. But the Company desires to have it known that it will look with disfavor upon any official who seeks to make use of his connection with the Company as a means of obtaining office, and will welcome any encouragement that may be given to its employees other than its officials, to select from among their number one or more competent representatives as trustees on the school boards. The Company has co-operated, and will be glad to continue to co-operate, with the State educational authorities in an endeavor to secure for the schools in the camps the best qualified teachers, by making known to the proper authorities the exceptional opportunities the camps afford for educational work, and the kind of qualifications which are likely to best fit the teacher for his or her duties. The Company also aims to co-operate, by helping to provide for teachers the kind of accommodation that may render the camps attractive to them, and by contributing facilities which will enable them to further instruction along practical lines, as, for example, providing the schools with equipment for demonstration purposes in matters pertaining to health, physical culture and domestic science.

As respects religion, the Company's policy is also one of non-interference, with voluntary co-operation where needful. Where it is apparent that no place of public worship is likely to be erected through private effort, the Company is willing, under representations as to the need, to provide or contribute towards providing some suitable place of worship, having regard always for the circumstance that there are both Protestants and Roman Catholics in the camps, and that each may desire services of their own. The Company has no desire to direct or exercise any control over any ministers of the Gospel, priests, missionaries or other teachers of religion. It prefers that the religious needs of the several camps should be met by the

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30810

proper religious authorities and responsible religious bodies from the outside, and it desires to leave to the residents themselves the determining of the supply that may be necessary. As respects Sunday schools, prayer meetings and other religious gatherings, it is hoped that all this work may be directed by church, missionary or other Christian societies, and that any assistance necessary on the part of the Company or any of its officers, should be entirely in the nature of voluntary co-operation. Any assistance, financial or otherwise, given by the Company to provide the means of public worship or to further religious instruction, is understood to be in the nature of a contribution without conditions that restrict freedom of choice or expression on the part of individuals.

As respects politics, whether federal, state or municipal, the Company's policy is one of non-interference. Where officers or employees of the Company participate in political matters, it must be as citizens only, and not as a means of bringing Company influence or pressure to bear. No officer or official of the Company has a right to speak in its name in regard to such matters.

Finally, as *a means of communication between the management, the employees, and the public*, the Company has adopted a policy of publishing, under the direction of the President's Executive Assistant, periodical and special bulletins concerning its policies and activities. The first of these to be issued was the Industrial Bulletin, published in October, followed by a special bulletin. Copies of these publications are presented herewith to the Commission. Whilst in appearance this periodical is subject to modification, bulletins of the kind varying in form and content will be issued from time to time as a means of co-ordinating, harmonizing and furthering the Company's social and industrial betterment work, and of informing employees of the personnel and proceedings of conferences, boards and committees in which they are interested. They will record events pertaining to the activities of the Company and be a medium for making announcements and for diffusing information of mutual interest to the Company and its employees.

This review of its social and industrial betterment policies will, it is hoped, help to impress the Commission with the completeness and sincerity with which the Company is seeking to discharge its duty to its employees, and to enlist their co-operation and good-will in all matters pertaining to its affairs. Time will be required to enable the spirit which underlies the Industrial Representation Plan and the policies here outlined to permeate all phases of the Company's relations with its employees, but the Company believes that careful consideration by the Commission of its efforts to demonstrate the unity of interest which should govern each and every one identified with the activities of a large corporation, will disclose that real progress has been made in this direction, and that in thus seeking to maintain and further harmonious and friendly relations in its own industry, the Company has developed a plan of co-operation which will be not only of advantage to itself, but also prove a substantial contribution towards industrial peace within the State.

J. F. WELBORN,
President.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

3081

FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH COMPANY
TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

RECEIVED AT Main Office Sparks & Metcalfe Sts.

PHONE 4500.
PRIVATE TELEPHONE SWITCH BOARD
AND SPECIAL TELEPHONE OPERATOR
TRY IT FOR QUICK SERVICE.

239N.F. 10.30PM

41 N.L.

Denver.Jct. Col Jan 5th.1916

W.L.MacKenzie King.

The Roxmor. Ottawa.

Special bulletin will be distributed to all employees saturday January eighth announcing appointment harrington shafer as presidents industrial representative/and inviting employees minnequa works and Quarries to Elect representatives next tuesday/works divided into nine divisions entitled to twenty six representatives.

J.A.Welborn.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 10, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

I thank you for your wire telling me of the appointment of Harrington Shafer as your Industrial Representative at the Minnequa Works, and of the election tomorrow of employees' representatives at the Works and Quarries. I shall look forward with interest to reading the Bulletins descriptive of these important developments. I congratulate you on this further extension of the industrial representation idea, and shall, as you know, watch its further development with exceptional interest.

I thank you also for the copies of the Bulletins containing your statement to the President's Coal Commission and for your letter and clippings referring to the same. I hope when the Commission has concluded its work, it may be possible for you or Mr. Hicks to send me a brief summary of outstanding features that you think may be of interest. I am anxious to know how the Commission have been impressed, and what impression they themselves have made upon the Colorado public. In the brief press despatches which have appeared in the eastern papers, it would seem that the

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

visit to Colorado at this time has been in every particular to the advantage of the Fuel Company.

Yours very sincerely,

W. L. MACKENZIE KING

P. S. Who is Harrington Shafer? Where did you secure him, and what are his qualifications?

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30814

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

January 6, 1916.

My dear Mr. King:

I have written Mr. Rockefeller three or four letters this week regarding some of our recent activities, and outlining work for the next two weeks, all in connection with matters of interest to you, and I do not know that I can do better than send you copies of these letters, which I herewith enclose.

I wired you last evening about the BULLETIN which is to be distributed the 8th instant, announcing the appointment of Harrington Shafer as President's Industrial Representative at the Steel Plant and notifying the men to elect representatives there on the 11th instant. We expect to have this issue of the BULLETIN from the printer tomorrow and will see that you get a number of copies.

We do not expect to issue a BULLETIN next week, and probably none before the regular quarterly, which will come out near the end of the month. However, Messrs. Hicks and Cowdrick have, it seems to me, done fairly well in the number of bulletins that they have issued, considering that the beginning was only a little over two months ago.

I have been trying for two weeks or more to get a quiet hour or two in which to write you, but something new or important has constantly come up to prevent, and even now I do not feel able to collect my thoughts around matters of peculiar interest to you.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30815

Your several telegrams and letters to Mrs. Welborn and myself have been of intense interest and given us the greatest of pleasure.

I am writing this late in the day and will try to write you a more personal letter tomorrow morning.

Should any thought occur to you in connection with the coming joint conferences which you would like to communicate to me, please do not hesitate to make your suggestions.

Our business is crowding us every minute in the day, and sometimes during a part of the night, and I have given much less personal attention to matters pertaining to our Representation Plan and the work more or less incident to it than has been my wish; but as Mr. Hicks, Mr. McKennan and others have devoted so much attention to those matters I am sure that we have lost nothing as a result of my lack of attention.

Yours very truly,

S. R. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY
INDUSTRIAL
BULLETIN
For the Information of Employees
PUBLISHED UNDER DIRECTION OF C. J. HICKS, EXECUTIVE ASSISTANT TO THE PRESIDENT
BOSTON BUILDING, DENVER, COLORADO

Volume I . JANUARY 8, 1916 (Special) Number 4

PRESIDENT NAMES REPRESENTATIVE FOR STEEL PLANT; MINNEQUA ELECTION IS CALLED FOR JANUARY 11

FOLLOWING a precedent initiated a year ago with respect to the coal camps and which has proven mutually advantageous to the Company and its employees, the President has appointed for the Minnequa Works and the quarries an officer to be known as the President's Industrial Representative, who shall act as an intermediary between the Company and its employees at the works and the quarries, in matters pertaining to employment and living and working conditions.

To this position Mr. Harrington Shafer has been promoted from among the ranks of the employees at the Minnequa Works. The confidence and respect which Mr. Shafer, through years of faithful service in the works, has inspired in his fellow workmen and the management, is the best guarantee that the duties which he may be called upon to discharge will be performed with the sympathy, understanding and integrity so essential in one called upon to act in the capacity outlined.

It is believed by the management that Mr. Shafer will be greatly assisted in the discharge of his duties to the satisfaction of the employees and the Company alike, by the employees of each of the several divisions selecting two or more of their number in whom they have confidence, to represent them in conference with Mr. Shafer, in respect to questions of mutual interest. The Company therefore invites representation of its employees in this manner, on the basis of one representative to every one hundred and fifty employees in each division of the works and in each quarry camp.

The persons selected by the employees to represent them in conference with Mr. Shafer will be duly accredited representatives of the employees at the joint meeting of the representatives of the employees of the Minnequa Works and the quarry camps with representatives of the Company, which it is proposed to hold in Pueblo on January 26, for the purpose of discussing matters of mutual concern and of considering means of more effective co-operation in maintaining fair and friendly relations. They will also be accredited representatives of the employees at all subsequent meetings and in all matters of co-operation between the Company and its employees, until the employees shall designate some other persons to represent them. It is, therefore, highly important that the employees choose with the utmost care those of their number in whom they have most confidence.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

To facilitate electing representatives, the employees of the Minnequa Works have been grouped as follows into nine divisions, entitled to the number of representatives shown:

Division	Including	No. of Representatives Shown
First	Blast Furnace Department, Bessemer Department	2
Second	Open Hearth Department	3
Third	Rail Mill Department	3
Fourth	20-inch Mill, 12-inch Mill, Bolt Factory, Spike Factory	2
Fifth	40-inch Mill, 14-inch Mill, Rod Mill, 10-inch Mill	3
Sixth	Wire Department	7
Seventh	Carpenter Shop, Pattern Shop, General Foundry, Blacksmith Shop, Machine Shop, Boiler Shop, Pipe-fitting Shop	2
Eighth	Pipe Foundry, Roll Shop, Scale Shop, Electrical Shop, Masons, Storehouse	2
Ninth	Yard, Transportation, General	2

Representation at quarry camps as follows:

Lime	2
Calcite	2

The election of representatives by secret ballot will be held according to the following plan on the day and night of January 11, 1916, as it is impracticable to arrange mass meetings which the day and night turn men could both attend.

Each employee who is a wage-earner will be handed a ballot by the timekeeper, on which he will be asked to write the names of as many fellow wage-earners in his division or quarry camp as the number of representatives such division or camp is entitled to. These ballots will be deposited in a ballot box and counted by the timekeepers, under the supervision of the President's Industrial Representative, and the employees of each division and camp are requested to select one of their number to aid in supervising the election. The result of the election shall be posted in each division and camp, and the two or more in each division and camp receiving the highest number of ballots shall be declared elected as representatives.

J. F. WELBORN,
President.

Denver, Jan. 8, 1916.

Minnequa Industrial Representative

Harrington Shafer, appointed President's Industrial Representative for the Minnequa Works, has been in the employ of The Colorado Fuel and Iron Company for fourteen years. Previously he worked at bridge and railway construction for the Missouri Pacific, Colorado & Southern and Fort Worth & Denver railways. Just preceding his appointment as President's Representative his employment was laying out work in the boiler shop at Minnequa. He was born October 21, 1872.



HARRINGTON SHAFER

Mr. Shafer, in addition to his duties as President's Industrial Representative, will give special attention to matters of sanitation and safety at the Minnequa Works.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA



FIRST MEETING OF ADVISORY BOARD

COMPANY OFFICERS APPOINTED BY PRESIDENT CONFER ON MATTERS PERTAINING TO WELFARE OF EMPLOYEES
PLAN FUTURE SESSIONS

The first meeting of the Advisory Board on Social and Industrial Betterment was held at Pueblo on the evening of December 27. At this meeting the board held a preliminary discussion of various matters relating to the welfare of employees and made plans for future sessions.

The Advisory Board was appointed by President J. F. Welborn on December 3. It consists of the following officials of the Company:

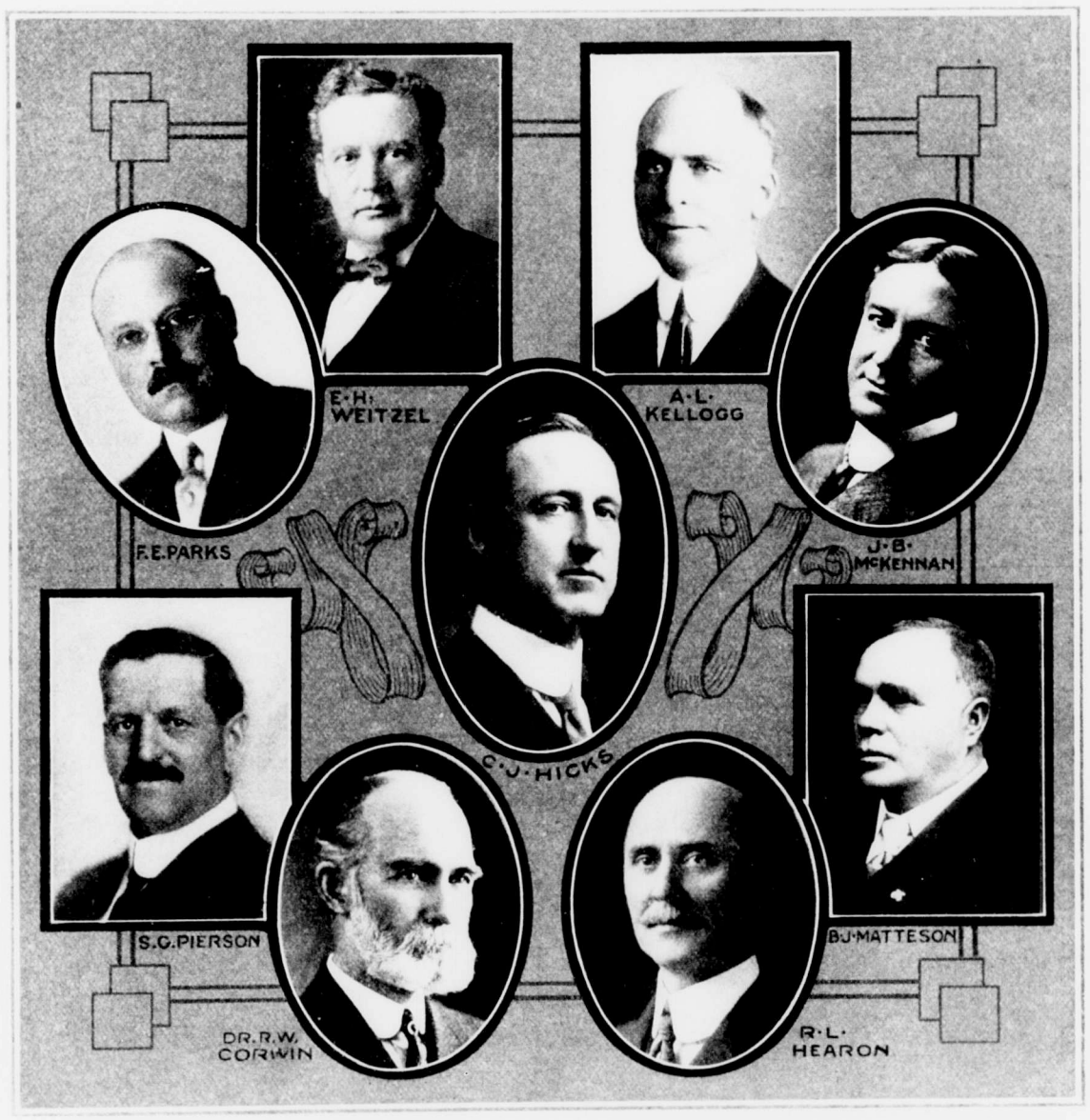
C. J. Hicks.....Executive Assistant to the President—Chairman
J. B. McKennan.....General Manager
E. H. Weitzel.....Manager Fuel Department
B. J. Matteson.....Assistant Manager Fuel Department
F. E. Parks.....Manager, Minnequa Works
Dr. R. W. Corwin.....Chief Surgeon
S. G. Pierson.....Vice-President and Purchasing Agent
R. L. Hearon.....Traffic Manager
A. L. Kellogg.....Manager, Colorado Supply Co.

Under the Industrial Representation Plan the board is authorized to consider any matters of policy respecting social and industrial betterment or the welfare of employees and make recommendations to the President. The board is an important part of the machinery for administering the Industrial Representation Plan and insuring the highest degree of social welfare for the Company's workmen.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30818



FIRST MEETING OF ADVISORY BOARD

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B. J. Matteson	Assistant Manager Fuel Department
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PUBLIC ARCHIVES PUBLIQUES
CANADA

DISCUSSION AND FELLOWSHIP AT JOINT MEETING

EMPLOYEES' DELEGATES GATHER AT PUEBLO FOR CONFERENCE WITH COMPANY OFFICERS AND MINE SUPERINTENDENTS ON WELFARE

THIRTY-THREE employees' representatives from the various coal and iron mining camps of The Colorado Fuel and Iron Company met with the mine superintendents and several company officers at Pueblo on December 28, 1915. The meeting was the yearly general session provided for in the Industrial Representation Plan.

It was the second meeting of the kind held since a system of industrial representation was adopted by the company about a year earlier. This was the first general session, however, since the visit to Colorado of John D. Rockefeller, Jr., in September and October, 1915, at which time the plan was completed and formally adopted by referendum vote of the employees. The company officers designated by President J. F. Welborn to attend the meeting included all the superintendents and the members of the Advisory Board on Social and Industrial Betterment.

The Industrial Representation Plan provides that the annual joint meeting shall be taken up largely with reports of committees. However, as complete organization under this plan will not have been effected until after the elections of January 8, there were no committees from whom reports could be received. This meeting, therefore, was largely of the character of an informal gathering for purposes of fellowship and general discussion.

The session was characterized by harmony and at the same time by the utmost freedom in expressing opinions. Matters upon which disagreement was possible were gone over frankly and good-naturedly. The discussion was informal, miners' delegates and high officers of the company joining earnestly in efforts to get all possible light on every question and to learn each other's views.

The meeting was presided over by Mr. Welborn, who, in a brief address, outlined the progress made in welfare and social endeavors during the year 1915. Mr. Welborn's address disclosed the fact that during the year the corporation had spent almost $100,000 in direct welfare work, with an additional $24,000 to be expended in the immediate future in completing club houses now in course of construction. The expenditures reported by the President were apportioned as follows:

In removing objectionable buildings and erecting model dwellings	$57,205.00
In fencing homes of employees	15,295.00
In constructing club houses and bath houses.....	22,971.00

In addition, the expenditure of a sum estimated at $24,000 has been arranged for in completing club houses already in course of construction.

Announcement was made that the company has decided to erect emergency hospitals in all the mining camps. Mr. Welborn stated that hospitals were already being erected at Primero, Colo., and Sunrise, Wyo. These two dispensaries were donated by John D. Rockefeller, Jr.

Particular interest was aroused by an address by David Griffiths, the President's Industrial Representative. Mr. Griffiths briefly outlined the important achievements of his first year as mediator between the Company and its miners.

"The keen eyes of the industrial world," he said, "are watching the result of this humane and noble industrial representation movement. Much depends on the co-operation of all—officials and employees—to make it a grand success. If it should prove to be the means of avoiding industrial conflicts, other corporate interests will adopt and emulate it, and the names of the conceivers and formulators of it will be emblazoned in golden letters in the annals of the industrial world."

Brief talks were made by other Company officials and by several of the employees' representatives. In addition, there were numerous running discussions, in which all parties participated informally. Following the session a luncheon was served in the dining room of the Minnequa Club. In the afternoon some of the representatives were taken on a trip of inspection through the Minnequa steel works.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30820

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

Jan 3, 1916.

My dear Mr. Rockefeller:

Our so-called annual meeting with the representatives of the miners, held at Pueblo on Tuesday, the 28th ultimo, was, as I wired you, a most pronounced success.

I reviewed rather briefly the various steps that have been taken in the development of the Plan to date, and read certain parts of the statement which I later presented to Mr. Low's Commission, and which I thought it desirable to bring to the attention of those present at the meeting. Of course, the parts of the statement were completely extracted, and in my hands, as viewed by the audience, had the appearance of an entirely independent paper.

There was but one complaint presented, and that was by one of the representatives (a miner) against his so-called buddy, that is, the man who works with him in digging coal. It appears that on a certain day this representative was ill and unable to join his buddy in loading out the coal that the two together had broken down the day before. The buddy claimed credit for all of the coal that he had loaded out, and it had been necessary for the superintendent to intercede to secure just treatment of the representative presenting the complaint. The action of the buddy is something that it is a little difficult to guard against if a man is disposed to be dishonest, but after a good deal of general discussion over the transaction it was agreed that the proper committee, to be named after the next election, would in connection with Mr. Weitzel and superintendents consider some means of avoiding such controversies in the future.

Thirty-two representatives were present, which included all except Dan Morelli, of Berwind, who was ill. There were altogether 68 at luncheon, and after luncheon a number of the representatives and two or three of the superintendents were escorted through the Steel Plant.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

Also after luncheon, the remainder of the superintendents and the officers of the Company had quite an extended conference on the question of improvement in sanitation, with the result that very active steps have been taken toward improving the sanitary conditions at the camps and establishing uniform rules regulating those conditions.

In the course of this discussion effort was made to obtain information of the deaths of children at each of the camps during the last year. Most of the superintendents thought that they knew the exact number of deaths that had taken place in the families of their employees during the year, but the number reported seemed incredibly small, and I requested that in conjunction with the doctors the deaths at each of the camps be reported to me in detail as soon as practicable. When the information is received I will communicate it to you.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,

26 Broadway,

NEW YORK CITY.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30822

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

January 3, 1916.

My dear Mr. Rockefeller:

In accordance with invitation of Mr. Seth Low, Mr. Hicks and I met him and his associates Friday afternoon at three o'clock.

When I informed them that I had a prepared statement, which would consume about an hour's time in reading, but which I would be very glad to read to them if they wished, they all expressed the desire that I proceed. Mr. Hicks said they showed continued attention and interest throughout the hour, and when I had finished they expressed not only satisfaction with the complete manner in which we had presented our case, but Mr. Low was very generous in his expressions of approval of our co-operation from the beginning.

We were asked a few questions for certain information. They wanted to know something about the character of complaints which Mr. Griffiths had been called upon to adjust, and we agreed to comply with their request for a statement to be made up from the formal reports signed by himself and representatives.

We are also to furnish information as to the various nationalities in our several camps.

They had received some information from the State Coal Mine Inspector that geological conditions in the coal mining fields of the Rocky Mountain region were entirely different from what they are in the East, and in answer to their questions for information on that point I told them that Mr. Weitzel could give them a much more comprehensive report than I could, and I am sure that the information on this point which they will secure from Mr. Weitzel will be very illuminating to them.

They had already conferred with officers of the United Mine Workers in Colorado, who had criticised the method of voting on the adoption of the Plan, in which, as you will recall, ballots of different color representing affirmative and negative votes, were used. Our explanation of this seemed to satisfy them fully, and impressed them with the fact that the other people were purposely giving out a wrong impression. They will secure further information on this from Mr. Weitzel and perhaps representatives as they make their trip about the mines.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

Mr. Gilday said that he thought organized labor particularly, and perhaps the public very largely, would criticise the condition in our Plan which provides that all expenses of representatives shall be borne by the Company, for the reason that it would be regarded by those critics as a means by which the Company could exercise an undue influence over the representatives. I advised him that so far the representatives had shown absolute independence, and had not seemed to regard our action in that direction as giving them anything that they were not fully entitled to, but that if the workmen wished to bear this expense the Company would, of course, be perfectly willing that they should, and that whenever it seemed proper to do so we would be very glad to discuss such a change with the representatives. Mr. Gilday then expressed the thought that it would probably not be desirable to undertake such a change until after about a year's operation of the Plan. I then informed him of an action we had taken at the annual meeting providing for a uniform compensation of $3.50 per day and expenses for the representatives, instead of the rather uncertain and varied compensation provided for in the Plan. The President's Advisory Board had considered this question the evening before the meeting, and we had agreed that a fair average rate would be $3.50 per day, and that it would make the representatives feel that they were on an absolute equality, instead of causing some to feel that at their daily rate of $3.10 they were not being regarded as of the same importance as a miner who might be earning an average of $4.00 or more per day, and who would be compensated on that basis for time lost in attending the meetings. When I suggested the adoption of a uniform basis of compensation and named $3.50 as my idea of a fair rate, I asked for expressions from the representatives. One of them said that he thought the basis was about 50 cents low. A number of others, however, thought it perfectly fair, and two or three of the representatives soon called for a vote on the question. When the vote was taken it was unanimous in favor of the suggestion I had made including the rate of $3.50.

Mr. Gilday, as well as the other members of the Commission, seemed to view with satisfaction the recital of this action.

I think I have covered above about the only important points of discussion at the meeting. Mr. Low said that very probably after their trip they would want another conference with us.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

At Mr. Low's request I helped him to make up an itinerary of his trip about the mines, as a result of which they left last night for Trinidad, where they arrived this morning and were to be met by Mr. Weitzel who will act as their escort through the Trinidad District today and the Walsenburg District tomorrow. Then either he or Mr. Matteson will go with them through the Canon District. They will go to Northern Colorado, or Boulder County, Thursday, and over into Routt County Thursday night, returning by daylight trip from there Saturday.

Our Primero, Frederick, Segundo, Berwind and Tabasco properties will be visited today and the Walsenburg District mines tomorrow. On the way Mr. Weitzel will either take the gentlemen to such other mines as they wish to see, or arrange for someone else to do so.

After giving careful consideration to the matter over night, Mr. Low 'phoned me on New Years day that they had decided that there was absolutely no impropriety whatever in going about the coal fields with our men and in our own automobile, but rather that it was the very natural and proper thing for them to do.

I will retain a copy of this letter only long enough to be a guidance for a further and final report to you after the Commission has completed its investigation.

Our Denver newspapers gave very meager accounts of my meeting with the Commission and presentation of the statement, as you will observe from clippings sent to Mr. Lee. The Pueblo CHIEFTAIN printed the statement in full.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,
26 Broadway,
NEW YORK CITY.

P. S. Since dictating the above I received a telegram from Mr. Weitzel advising that the Commission's plans had been changed to exclude the Canon District and to devote three days, that is, today, tomorrow and Wednesday to the Trinidad and Walsen fields; also advising that Mr. Mills did not accompany the other two.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30825

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

January 6, 1916.

My dear Mr. Rockefeller:

As I wired you last night, a special BULLETIN will be distributed to the employees Saturday, the 8th instant, announcing the appointment of Harrington Shafer as President's Industrial Representative, and inviting employees of the Minnequa Works and the limestone quarries to elect representatives Tuesday, the 11th instant.

The Works has been divided into 9 divisions entitled to 26 representatives. A meeting with those representatives and the 4 from the two limestone quarries has been set for January 26 at Pueblo.

The BULLETIN referred to in the telegram will be out of the printer's hands and ready for distribution tomorrow. We will mail a number of copies so that you may have them Monday.

I am sending copy of this letter to Mr. King for his information.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

January 6, 1916.

My dear Mr. Rockefeller:

With further reference to our joint conferences, following the annual elections that take place Saturday, of this week, about which I wrote briefly on the 3rd instant, we have arranged to begin with these on the 12th.

The two Western District mines - Crested Butte and Gulch - are so isolated from each other, as well as from central points, that we have decided to have the two superintendents and four representatives from this district meet us at Rockvale and hold conference for the Western District at that point. This conference will take place first and be followed by the Canon District conference. There will be seven representatives in the Canon District. It will probably require most of the day for these two conferences, although we may get through with them before luncheon, providing we have that a little late. We expect to have between twenty-five and thirty altogether at luncheon in the Canon District.

We will reach Walsenburg early Thursday morning, the 13th, and have our conference at the Cameron club house. There will be twelve representatives in the Walsenburg District, and probably about thirty altogether for luncheon, which will be served also in the Cameron club house by the ladies

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

connected with the club. We will, of course, compensate the ladies for serving the luncheon.

We will go on to Trinidad from Walsenburg Thursday evening and hold our conference for the Trinidad District in the Sopris club house Friday. There will be sixteen representatives in that district and between forty and fifty for luncheon. We have arranged with the Domestic Science class of the Sopris School to serve our luncheon at Sopris, also in the club building.

We will have the mine foremen in each district attend the luncheon, though they will not be present at the conference.

We will get back to Denver Saturday morning, the 15th instant. Unless something unforeseen develops to prevent, we will leave Monday afternoon, the 17th, for Sunrise and hold conference there on Tuesday, the 18th.

Copy of this letter is being sent to Mr. King for his information.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30828

Ottawa, January 11, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

My dear Mr. Welborn:

I have read with the greatest interest your letter of the 6th instant, and the enclosed copies of communications sent to Mr. Rockefeller, Jr. telling him of different activities. I have also read with special pleasure and interest, Bulletin No. 4, also enclosed. Certainly you have been having a busy time, but hardly a less satisfactory one so far as meetings and relations between the management of the Company and its employees are concerned. I have naturally been most anxious to learn of the developments of the last few weeks, and your letters and their enclosures give me just the information I wanted.

Since commencing this letter I have received a generous supply of copies of Bulletin No. 4, for which I thank you. Perhaps, if it is not asking too much, you might have me put on the mailing list for say a half-dozen copies of each Bulletin as issued; I think I can use that many to advantage.

With sincere thanks for your trouble in corresponding so fully at this very busy time, I am, as always,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30829

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

January 8, 1916.

My dear Mr. King:

I enclose herewith copy of letter I have just dictated to Mr. Rockefeller regarding my last interview with Mr. Low and his fellow commissioners. We have really been very well satisfied with the attitude of the commissioners while here, and with the information they have obtained concerning us.

I am, as you will observe, retaining no copies of the letters to Mr. Rockefeller on this subject, and will ask that you destroy those sent to you, as well as this letter, of which I have retained no copy.

Yours very truly,

J F Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30830

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

January 8, 1916.

My dear Mr. Rockefeller:

Mr. Hicks and I have just come from a meeting with Mr. Low and his associate commissioners at the Brown Hotel, called by him for 9:30 this morning.

The purpose was to bring to our attention various conditions and complaints which had come to their notice since the meeting a week ago yesterday.

Mr. Low expressed decided satisfaction with the general conditions about the coal mines and with the wages that they found from examination of certain payrolls the men were earning. He also reiterated a formerly expressed desire to see our Representation Plan succeed.

Charges of discrimination against union men have been very freely made to the Commission by officers of the union in Southern Colorado and in Denver, but no evidence in support of these charges was produced, except in the case of Archie Allison, a former employee, who met the commissioners at Walsenburg and repeated a conversation he had had with Mr. Weitzel in August, in which Mr. Weitzel told him that he could never secure employment with The Colorado Fuel and Iron Company again. Allison is a very intelligent Scotchman, about sixty years of age, a competent worker, a man of family, and has generally been a good citizen in Walsenburg. He was one of the committee of three who met the three operators, of whom I was one, in the Governor's office in November, 1913, that conference having for its purpose the possible termination of the strike. Weitzel had always felt that Allison had countenanced, to a great extent for one of his intelligence, the violence that took place in the Walsen District, and that was more or less directed against our people and property, and told him so. I suppose in the discussion some heat was developed and Weitzel said what was perhaps a bit unwise. At any rate he regretted it, and when told by the commissioners of the interview with Allison, said that he had gone a little too far. The commissioners were impressed with the fact that this conversation between Weitzel and Allison took place some time before the adoption of our Representation Plan, and that the attitude of Weitzel in that matter did not indicate that we were not strictly living up to the policy of non-discrimination against union men, as declared in the Plan. Allison admitted that he had not applied to any of our mines for work since the adoption of the Plan. Mr. Mills stated to Mr. Weitzel that Allison's case was the only one, evidence of which had been furnished to them, that would justify the belief or charge that we were discriminating against union men, and suggested that in our interest that obstacle to a practically clean slate be removed. Weitzel very readily acquiesced in this and will give Allison employment at some one of our mines if he makes application.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

At Trinidad they found that Rizzi, who was active in connection with the distribution of the Rockefeller Foundation fund last Spring, claimed that he had been unable to secure employment since that time, and felt that he was being discriminated against. However, evidence from our people and other sources showed that Rizzi was a man who has drifted about from place to place, and it was thought by some that he had probably worked in every mine in Southern Colorado, as well as some in Northern New Mexico. It seems he is always dissatisfied with his working place, and is prone to seek the best place in the mine, complaining if he does not secure it. The commissioners had no suggestion to make about his case, and did not consider his failure to secure work at any of our mines was evidence that we were discriminating against him because of any activity in connection with the union. Neither Weitzel nor Matteson had ever instructed any of the superintendents not to employ him, and whatever, if any, of our superintendents have refused to give him work have done so simply because they considered him incompetent and an undesirable workman on general principles. Mr. Gilday expressed the opinion that Rizzi was probably the character of man who would under any and all conditions find it difficult to secure work.

The union representatives in Trinidad stated to the commissioners that they thought there were about 400 members of their organization employed at the mines in that district, and possibly 20 or 25 unemployed. In Huerfano County, or the Walsenburg District, the union representatives reported about 500 members of their organization employed in the coal mines and 25 out of work. These statements were regarded by the commissioners as very substantial evidence of lack of discrimination against union men.

The statement was made to the Commission by some ofthhe union representatives here in Denver or elsewhere, as well as, I think, by a few men, that the workmen were afraid to pay their dues to the union openly, or have it known that they belonged to the organization. I think, however, that they regarded this a result, as I do, of the continuous charge made by union representatives during the past two and one-half years that a man could not secure or retain employment if it were known by the employers that he belonged to the union.

One of the charges made against us by the Denver officers of the union was that, at the meeting recently held in Pueblo but two of the ten representatives from the Walsenburg District were present. As a matter of fact, all ten of these representatives were there, and we told Mr. Low that we would furnish him a complete list of the representatives present on that occasion.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

In the course of our conversation this morning Mr. Gilday said that no matter how successful the Plan, he did not believe that the officers of the United Mine Workers in Denver would approve it.

To Mr. Weitzel while on the trip in the South Mr. Gilday again very strongly expressed his disapproval of the methods of Hayes and the Colorado representatives of the labor organization, particularly the course they pursued and directed in connection with the strike.

After reaching Southern Colorado last Monday morning Mr. Low decided to eliminate the Canon City District, as well as Routt County, from his itinerary, and devoted two days to the Trinidad District, rather than one.

At Mr. Low's request I am going to give him a written statement as to the method of conducting the vote on the adoption of the Representation Plan.

All of the commissioners seem to have the desire to aid us as much as they can through their report in making our Plan a success, and I believe the information they have obtained here will justify them in reporting in our favor.

I have written this rather hurriedly, and I fear in somewhat of a rambling fashion, but I am anxious to get it off today. Should I find later that I have missed any of the important points brought up in our discussion I will write you again.

I am keeping no copy of this, and will destroy the copy of the one I wrote you on the same subject the 3rd instant. I am sending Mr. King a copy of this letter, as I did the one of the 3rd, asking him to destroy them when read.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,

New York City.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30833

Ottawa, January 12, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

I have received to-day your communication of the 8th instant, enclosing copy of the letter sent Mr. Rockefeller Jr. on January 8th. The reading of both has afforded me the greatest pleasure. I heartily congratulate you on the outcome of the visit of the Low Commission. In all respects it is just about what I had hoped and expected it would be. My thoughts have turned very often towards the Fuel Company in the course of the last few days, for I realize the amount of time you must all be spending on getting through with the annual elections, the district conferences, and the creation of the committees.

The Bulletins with their illustrations and descriptive accounts make most interesting reading, and I think this feature is proving one of the best of the many recently adopted. I got from the last Bulletin just the information I wanted about Shafer. I very much like his appearance as I see it in his picture, and I am glad you thought well of making this choice from among men in your own employ.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have noted your request as to destroying copies of the letters sent to Mr. Rockefeller, and your own recent communications, and have carried out your wish with respect to all of these. Kindly see that ~~any~~ the end of my recent letters relating to the same subject are also destroyed.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

RECEIVED AT Main Office Sparks & Metcalfe Sts.

490

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109 mo rc 28 Paid nl B D Back Date

Pueblo Colo Jan 12-13-16

W L McKenzie

King , The Roxborough Ottawa Ont.

Over eighty percent of men working yesterday at Steel plant voted for representatives and General Interest Manifested there and at Quarries was quite satisfactory to all of us.

J F Welborn

loo6p

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30836

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

At Pueblo, January 12, 1916.

My dear Mr. King:

The interest manifested and the large vote cast at the Steel Works yesterday for the election of representatives were both very pleasing to all of us, and knowing that you would be interested I wired you this evening as follows:

> "Over eighty percent of men working yesterday at steel plant voted for representatives, and general interest manifested there and at quarries was quite satisfactory to all of us."

I enclose statement showing the number of men working in each division, ballots cast and the percentage relation of the vote to those working.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30837

VOTE OF MINNEQUA WORKS

January 11th, 1916

	Division		Ballots Cast	Men Working	Per Cent
2	First	(Blast Furnace) (Bessemer Dep.)	216	253	85.3
3	Second	Open Hearth Dep.	480	556	86.3
3	Third	Rail Mill Dep.	216	237	91.1
2	Fourth	(20" Mill) (12" Mill) (Bolt Factory) (Spike Factory)	206	221	93.2
3	Fifth	(40" Mill) (14" Mill) (Rod Mill) (10" Mill)	328	454	72.3
7	Sixth	Wire Department	995 7	1258	79.1
2	Seventh	Shops Dep.	337	351	96.0
2	Eighth	(Pipe Foundry) (Roll Shop) (Scale Shop) (Elec. Shop) (Masons) (Storehouse)	227	346	65.6
2	Ninth	(Yard) (Transportation) (General .)	122	159	76.7
		Total	3127	3835	81.5

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

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GREAT NORTH WESTERN TELEGRAPH COMPANY
TELEGRAM

20838

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

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Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

RECEIVED AT Main Office Sparks & Metcalfe Sts.

70nas 31 N.L. 3 exBACK DATE

485

Rockvale Color Jan 12th Via Denver Colo

W L Mackenzie King

The Roxborough Apts Ottawa Ont

Western district and canon district conferences held here today / satisfactory in every respect / committee appointments made with intelligence and apparent understanding of their purpose / discussions brief but helpful

J F Welborn

935pm

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 U.T.

30839

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — Geo.D.PERRY, GENERAL MANAGER

45

RECEIVED AT Main Office Sparks & Metcalfe Sts. JAN 14 1916

137N.B. 32 --

Trinidad Colo Jan 14-16

John McKenzie,

King, The Roxborough, Ottawa-

Meeting this district which just closed quite as satisfactory as Preceding ones we feel that these conferences mark most important step since adoption of plan and have furnished opportunity for renewing interest.

J F Welborn

7.36.P

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

30840 FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

OK 396P

RECEIVED AT Main Office Sparks & Metcalfe Sts. JAN 14 1916

93 N O 11 DUPLICATE

WALSENBURG COLO 13

301

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

CONFERENCE TODAY AT CAMERON FULLY UP TO OUR HOPES AND EXPECTATION

J. F. WELBORN.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30841

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

Trinidad, January 14, 1916.

My dear Mr. King:

I am enclosing copy of letter just dictated to Mr. Rockefeller, which I hope we will be able to mail before we leave Trinidad at 10:45 this evening.

I am also sending you copy of one written Wednesday evening at Pueblo.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

At Pueblo, January 12, 1916.

My dear Mr. Rockefeller:

I wired you from Rockvale this afternoon briefly the result of our conferences there today with the representatives in the Canon District and those from the Western District.

The Western District returned the two men who were elected at Crested Butte in November and the one old man from Gulch, electing in addition for Gulch a Greek named Marco Peters. Both of these mines have about as strong representation as has been sent from any of the properties. It was a very simple matter for them to name the men for each of the four committees, as three out of the four men will serve on each committee. They were well satisfied to come to Rockvale, realizing that it would have been a much harder trip for those from either mine to have gone to the other, and all of them were interested in work they saw at the Rockvale Mine.

The Fremont Mine elected one of the old representatives, Chas. Ossola, the youngest one of the former three, and in addition Mike Morris.

Coal Creek reelected Byron Richards, the stronger of the two former representatives, and the most intelligent one from the entire Canon District, and as an associate George Scalzick.

Rockvale elected three entirely new men, namely, Tony Ossola, John Chapman and Tony Dole. Chapman was sick, so that but six of the Canon District representatives were in attendance at the conference.

Just before going into the conference with the Western District representatives I suggested to Byron Richards that it would be helpful if he and his associates could make their selections for the several committees before our meeting with them took place. This they did, and with apparently a very clear understanding of their committee duties.

After the committees had been made up I told the representatives I would like to hear from them on anything they cared to bring up. Chas. Ossola answered by saying that, while he did not know whether this was the place to speak of the matter or not, he felt that a different method of nominating candidates for representatives might be employed. He said he was led to make this statement by the fact that some of those voting seemed not to understand clearly the method of nominating, feeling that they should be furnished the names for whom they were to vote. He made his point very clear, but all of the other representatives who spoke on

COPY

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

the subject expressed themselves as believing that the method provided for in the book insures greater secrecy, as well as greater independence in expressing choice, than would a system of oral nominations, the plan suggested by Ossola. All agreedthat this was a matter which could be given consideration during the year, and further report or recommendation made on it if deemed advisable some time later - possibly at the Annual Meeting in December.

Three or four of the representatives also expressed themselves as believing that by the time another election takes place the workmen would more clearly understand the plan of casting nomination and election ballots.

George Scallick, from Coal Creek, stated in a very courteous manner, and not at all in a complaining way, that he thought the superintendents were a bit severe in notifying a miner, as they sometimes do after sending out dirty coal, that a repetition of that offense would cause dismissal. He expressed the thought that the miners rarely ever wilfully loaded dirty coal, and that he believed they ought to have two warnings before being discharged. Mr. Beach, superintendent at Coal Creek, answered him by saying that it was his practice to be lenient with those who were apparently trying to send out the best coal they could, but rather severe on those who deliberately loaded large quantities of dirt in their coal. He then called attention to delays at the tipple caused by the necessity for stopping the screens while picking out dirt or other foreign matter, and cited the case of a miner a few days ago who loaded a quantity of dirt in a pit car while the mine foreman stood by, and just after the foreman had told him not to load that particular material. All of the representatives present who were engaged in mining agreed that in such case the miner should be discharged, and all recognized that when the loading of dirty coal occasioned delays at the tipple, practically every man digging coal lost a certain amount of time. This for the reason that the working forces in the Canon District are now sufficient to keep the tipple running continuously during the eight hours of their operation, and when delay in the operation of the tipple occurs it retards the movement of coal from the working places.

This discussion gave us the opportunity to again call attention of the men to the very severe competition from Routt County to which our Canon District coal is subjected, and the result of the discussion was, I am quite sure, very beneficial to all concerned.

The Canon District conference lasted about an hour and a half, and after it a very nice luncheon was served in the town hall to a total of twenty-seven.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

In the Western District conference the Company was represented by Mr. Weitzel, Superintendent Robinson from Gulch, Superintendent Manley from Crested Butte and myself.

In the Canon District conference the Company was represented by Mr. Weitzel, Mr. Matteson, the three mine superintendents and myself.

Mr. McKennan and Mr. Hicks were with us, but unable to attend these two conferences on account of the provision that prevents the Company representatives exceeding in number the representatives of the miners. Both these gentlemen, however, will be in the conferences at Cameron and Sopris.

We will be in the Walsenburg District tomorrow, and I will endeavor to send you a report from there by tomorrow evening.

Yours very truly,

Mr. John D. Rockefeller, Jr.,

New York City.

COPY

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30845

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

Trinidad, January 14, 1916.

My dear Mr. Rockefeller:

I wired you yesterday afternoon from Walsenburg that our conference at Cameron had passed off satisfactorily. All of the 12 representatives from the Walsenburg District were present. Those who attended for the Company were Superintendents Deck, Tyson, Kaiser and Getchell, and Superintendent John Shaw at our idle mine, Pictou; also Dr. Corwin and Messrs. Weitzel, Matteson, Hicks, McKennan and myself, making eleven.

Cameron had two new representatives; Walsen and Robinson mines returned two of the old men and elected two new ones; Ideal returned the old man from that camp and elected one new one; Lester elected two new men and Rouse one new representative, returning one of the old men.

After calling attention of those present to the purpose of the meeting and briefly indicating our hopes and expectations with respect to the operation of the Plan, the representatives of the Company, except Mr. Hicks and Mr. Getchell, Superintendent at Walsen, who had been chosen secretary of the meeting, retired for a few minutes from the room while the employees' representatives were selecting their members of the various committees. On reassembling the composition of the several committees was read to the meeting, and then I asked for expressions from any of those present on any matter that might be considered of interest to the workmen or the organization as a whole. Finally every one of the representatives said something, though it became necessary for me to call upon most of them before they would express themselves. There were no complaints, but a few suggestions were made, some of which led to brief discussions of interest and value. A number of the representatives confined their remarks to expressions of satisfaction with the conditions under which they were working and commendation of the Rockefeller Plan, as they all term it. I think without exception some representative from each camp said that he had little or no difficulty in satisfying the grievances that came up, and that he had always received fair treatment from the superintendent and mine foreman. Each of the superintendents spoke very briefly, and all in the proper spirit.

After the conference had practically closed we called in the mine foremen, who had previously been requested to be on hand, and Mr. Weitzel made a brief statement primarily, as he hoped, for the benefit of them and the representatives. He cautioned the mine foremen against the use of arbitrary and rough methods toward any of the workmen, at the same time calling their attention, as well as that of the representatives, to the fact that as workmen the representatives were entitled to no more and no less consideration than other employees. He did this for the reason that a few cases have come to his attention where representatives had apparently taken advantage of their position to "soldier" in their

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

work and disregard certain of the rules. Some of the foremen had allowed themselves to become a bit lax toward these representatives, and it seemed wise to call their attention to the fact that the relations between the mine foremen and the representatives were just the same as the relations of the foremen to other employees.

The spirit of the meeting was in every sense of the word all that we could expect, yet no effort was made to direct discussions along a line to avoid criticisms or complaints, but on the other hand everyone was notified and urged to speak his mind freely.

Altogether, I think the Walsenburg meeting was about the most satisfactory one of the four. According to previous arrangement, the Ladies' Auxiliary of the Cameron Club served a substantial luncheon to thirty-three of us.

In the afternoon while at Walsenburg we listened to some contestants over the election at Tabasco. The controversy arose between Atillio Bevacqua, an Italian, the former representative, and Tony Cassarich, an Austrian. The count of the tellers had shown 46 votes for Bevacqua and 44 for Cassarich. The friends of Cassarich claimed however, that 5 votes intended for him had been thrown out, or not counted for him. These 5 ballots, according to the chairman and secretary, bore names similar to Cassarich, but also similar to Tony Cascio, another employee. A protest signed by more than 25 employees was also presented, and the evidence of this paper, as well as the admissions of the chairman and secretary, indicated that the nomination of the candidates had been made orally, rather than by secret ballot. This had been permitted apparently with the best of intentions by the chairman and secretary, because the election occurred late in the afternoon and everyone was anxious to get home. Five tellers instead of three had also been appointed. The whole condition was so confused that we deemed it the part of wisdom to not make a recount of the ballots, but to order a new election, on the grounds that the wrong method of nominating candidates had been employed. This was most satisfactory to both contestants, and the chairman and secretary assured us would meet with the greatest satisfaction among the employees eligible to vote. This new election will take place Tuesday evening.

We also listened to a protest from Ideal last night after we reached Trinidad, which apparently was based on jealousy and suspicion, as a recount and careful canvass of the ballots showed conclusively that those whose election had been certified to by the chairman and secretary were properly elected.

We went to Sopris this morning and held our meeting in the assembly

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

room on the second floor of the club house there. It was much the same as the Walsenburg District Conference, exceptthat perhaps less interest was shown by the representatives. This, however, was accounted for by the fact that with three exceptions the 13 representatives present were new men.

The Trinidad District is entitled to 16 representatives. On account of no election at Tabasco, and one of the representatives from Segundo having been called as a witness in a law suit, but 13 attended the meeting. The Company representatives at this conference were six mine superintendents (T. P. Davis of Berwind not being present on account of having been called as a witness in a law suit), Division Superintendent Thomas, Weitzel, Matteson, McKennan, Hicks, Dr. Corwin and myself.

The representatives of the Company, except Mr. Hicks and Superintendent Danford, who acted as secretary, retired to the rear of the hall, while the representatives selected their members of the four committees. On reassembling I urged all, as I had done in the previous meetings, to make their committees active and operative, and called their attention to the fact that at the Annual Meeting to be held in December reports oftheir work during the year would be expected. I stated also that I felt that the measure of success of our Plan, in which we all heartily believed, would depend very largely upon the extent to which the several committees lived up to the purposes for whichthey were created.

After closing this meeting, which lasted until a little after twelve o'clock, we to the number of forty-six were served luncheon by the Domestic Science class of the Sopris school.

The mine foremen from this District attended the luncheon, and Mr. Weitzel repeated to these all his remarks of yesterday at the Walsenburg Conference.

The Sopris meeting, as I wired you this afternoon, was quite as satisfactory as those which preceded it. These conferences and the appointment of the several committees provided for in the Plan, have furnished the opportunity of renewing interest and again impressing the workmen, as well as the representatives of the Company,with the earnestness of our desire and purpose to make the Plan not only mutually advantageous, but a credit to all. I feel, as does every other officer of the Company in attendance at the conferences, that an immense amount of good has been done this week, and it is a source of much satisfaction to have discovered no dissenting elements.

I am writing rather hurriedly in order to get the letter off before our train leaves Trinidad for home tonight.

Yours very truly,

Mr. John D. Rockefeller, Jr.,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30848 FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT Main Office Sparks & Metcalfe Sts.

65nas 8 NITE

Sunrise Wyo Jan 18th

W L Mackenzie King

Roxborough Ottawa Ont

A Very satisfactory day here to all concerned

J H Welborn

729pm

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30849

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

Sunrise, Wyo., January 18, 1916.

Dear Mr. King:

I enclose copy of letter dicated to Mr. Rockefeller after finishing our District Conference at Sunrise today.

We are all going back home feeling well satisfied with our week's work.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Dictated by
J. F. W.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

Sunrise, Wyo., January 18, 1916.

My dear Mr. Rockefeller:

Our meeting today was quite as satisfactory as we could have hoped for. The employees were represented by Messrs. John Bowker and S. H. Whitney, and the Company by Superintendent Weed and myself.

We are getting ready to resume operations in a small way at the Chicago mine, probably working 30 or 40 men, and as soon as the start is made there two representatives will be chosen for that camp. Until then the joint committees will be composed of but four men - the two representatives of the miners from Sunrise and two company representatives.

The representatives had apparently decided that, to make the committees complete they would appoint one or more employees of the Company besides themselves, but when I told them of our intention to resume work at the Chicago mine they were quite willing to defer filling the committees until it could be done with elected representatives from the two camps.

After the Chicago employees select their representatives the committees will be made complete. In fact, we have selected our third member for each committee, and given their names to the Sunrise representatives.

The Sunrise representatives are very intelligent men, and it has been a pleasure to consider with them the matters that they have taken up with us.

At the beginning, the workmen were disposed to go to the representatives with many matters that should have been taken up either with the mine foreman or the superintendent. While the representatives complained that this was taking more of their time than they felt they should be expected to devote to their work in the interest of the employees, they were not perfectly clear as to their duties, but after I had called their attention to the fact that it was the purpose of the Plan that attempt should first be made to adjust conditions complained about with the superintendent or mine foreman, they felt that they would be justified in hereafter directing many of the workmen to those mine officials, and in that way probably save themselves a great deal of time.

In the course of our discussion the representatives brought up a matter that had to do with a recent change made by the superintendent in one of the sub-foremen places. A certain Greek, who had been

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

in the employ of the Company about five years, was given this subforemanship, although it involved no increase in his wages over other employment that he had had of another character. After this change had been made, another Greek who had been in the service some time longer made complaint that he should have had the place, and had been discriminated against. He was told that he could have the place that the first man had left, which, as stated before, paid the same wages as the foremanship, but he declined to take it. Apparently the basis of the complaint was largely a feeling of jealousy on the part of the one man over what he considered a greater recognition of one of his fellow countrymen than had been shown him. As a matter of fact, merit and, particularly, qualification for the place to which the one man was moved were the controlling factors with Mr. Weed and his mine foreman in making their selection. Mr. Bowker, one of the employees' representatives, who is looked upon in the camp as quite a student, in referring to this controversy between the Greeks expressed himself as believing that in making our changes we should give due recognition to the term of a man's service. I think he was satisfied that we had done the right thing, after I explained to him that, while length of service was an important factor that always received our consideration, we had to be guided, in large part at least, by the requirements of the particular position or job, and the peculiar qualifications of those under consideration for it.

The representatives stated that employees of the Colorado & Wyoming Railway had made inquiry as to their relationship to our Industrial Representation Plan. These employees seemed to realize that in matters of wages, working conditions and discipline they should deal directly with the officers of the railroad, inasmuch as the Colorado & Wyoming Railway is under the general supervision of the Interstate Commerce Commission, just as other railroads are. It was perfectly satisfactory to the representatives, when I informed them that, as to other matters the railway employees would bear the same relation to our Plan and the community as our mine employees.

The representatives were very much interested in what we had to say to them about the emergency hospital to be erected by you, and the club building, work on both of which will commence as soon as cold weather is over - perhaps two months hence. It would involve more expense to begin the work now while it is so cold and there is so much frost in the ground, and in our opinion it is unnecessary to break ground for these buildings until Spring.

After the formal meeting of the representatives was over, which lasted until nearly noon, we called in all of the Company representa-

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

tives who had been named on the committees, and had them, as well as the representatives, remain with us for luncheon.

I then took occasion to impress all with our idea of the importance of the committees being active, and joining with the Company officers in making a success of our policy to establish a real home community at Sunrise. I showed them the plan for the emergency hospital, told them about the club building and explained our intention of developing a permanent plan for arrangement of dwellings and other buildings in the camp, and the development as soon as possible of a more satisfactory water supply, as well as a sewage system that would be practicable and meet the requirements of the camp.

I called attention to the unsightly structures and shacks in some parts of the camp, and asked the assistance of all present in maintaining a more presentable situation after we have cleaned up the camp and replaced these old buildings with something modern and sanitary. I am sure that a very lively interest in the betterment of conditions has been developed, and we all feel that we actually have a more promising field here for effective work, with satisfactory results, than most any place else.

The question of a better water supply, not only for actual domestic wants, but for fire protection, as well as some means of disposing of sewage, is quite a serious one, and one which will involve, as we have realized for some time, the expenditure of quite an amount of money. It will be worked into and become, in a sense, a part of the general landscaping plan, about which I will be able to write you something a little more definite soon.

I am very, very well satisfied with what we have done during the past week, and the spirit that has been shown by the workmen, as well as the Company representatives, every place. The holding of these joint conferences and the selection of the committees gives decisive form to the most important active features under our Plan, and places responsibility upon so many men that I feel that interest in the Plan is bound to be kept alive.

I am sending a copy of this to Mr. King.

Yours very truly,

Mr. John D. Rockefeller, Jr.,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 24, 1916.

Mr. J. F. Welborn,
President, Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

I have received this morning, and read with very great interest, the copy of your last letter to Mr. Rockefeller after finishing the district conference at Sunrise. I have read all of the letters with the very greatest interest and no small amount of pleasure. It seems to me that the conferences have been most satisfactory, and I congratulate you heartily upon their outcome and upon the life and spirit they have given to the development of the Plan.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30851

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

January 24, 1916.

Dear Mr. King:

You may be interested in reading the minutes of our several district conferences, copies of which I am enclosing herewith.

Yours very truly,

J F Welborn

Mr. W. L. Mackenzie King,
c/o The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30855

M I N U T E S

OF

D I S T R I C T C O N F E R E N C E S

JANUARY, 1916

THE COLORADO FUEL AND IRON COMPANY

INDUSTRIAL REPRESENTATION PLAN

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

MINUTES OF DISTRICT CONVERENCE, WESTERN DISTRICT,
BETWEEN OFFICERS AND EMPLOYEES
OF THE COLORADO FUEL AND IRON COMPANY

Rockvale, Colo., Jan. 12, 1916.

The District Conference of the Western District, under the Industrial Representation Plan, met at Rockvale, Colorado, on this date:

Those present were:

Employees' Representatives, E. G. Gladstone and Matt Skala, Crested Butte; and G. A. Lewis and Marco Peters, Gulch.

Company Representatives, J. F. Welborn, E. H. Weitzel, Wm. Manley, Superintendent at Crested Butte, and A. H. Robinson, Superintendent at Gulch.

J. F. Welborn was chairman, as provided in the Industrial Representation Plan.

There being no one present who wished to act as secretary, by consent of all parties E. S. Cowdrick was asked to keep a record of the proceedings.

The chairman called attention of the delegates to the fact that at this meeting committees were to be chosen in accordance with the Industrial Representation Plan. He stated that the Company's members of the committees had been selected and offered to give their names to the employees' representatives if this was desired. G. A. Lewis asked that the names be so given, in which request the other employees' representatives acquiesced. The chairman thereupon read the names of the Company members of the committees.

Mr. Welborn then stated that the Company's representatives were

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

willing to withdraw while the employees' representatives decided upon their committee members. This offer was not accepted and the employees' representatives proceeded to choose their members of committees. The committees then were announced in complete form as follows:

INDUSTRIAL CO-OPERATION AND CONCILIATION

EMPLOYEES	COMPANY
Marco Peters, Gulch	B. J. Matteson, Pueblo
G. A. Lewis, Gulch	Wm. Manley, Crested Butte
Matt Skala, Crested Butte	A. H. Robinson, Gulch

SAFETY AND ACCIDENTS

Marco Peters, Gulch	John Jenkins, Crested Butte
Matt Skala, Crested Butte	J. H. Bickerton, Gulch
E. G. Gladstone, Crested Butte	Alex Marshall, Floresta

EDUCATION AND RECREATION

Marco Peters, Gulch	David Sloan, Crested Butte
G. A. Lewis, Gulch	Thos. S. Young, Crested Butte
E. G. Gladstone, Crested Butte	C. L. Hudson, Gulch

SANITATION, HEALTH AND HOUSING

E. G. Gladstone, Crested Butte	D. W. Sutherland, Trinidad
Matt Skala, Crested Butte	Dr. F. F. Stocking, Floresta
G. A. Lewis, Gulch	Dr. A. E. Gill, Gulch

Superintendent A. H. Robinson stated that the miners at Gulch had decided to hold monthly meetings in connection with their participation in the Industrial Representation Plan. Representative Lewis stated that the last Friday in each month had been selected as the date for such meetings.

Adjournment was taken until the time of the next regular District Conference, unless a special conference should be called sooner, in the manner prescribed in the Industrial Representation Plan.

(Sgd) E. S. Cowdrick
Secretary

Certified as correct:

(Sgd) J. F. Welborn
Presiding Officer

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

MINUTES OF DISTRICT CONFERENCE, CANON DISTRICT
BETWEEN OFFICERS AND EMPLOYEES
OF THE COLORADO FUEL AND IRON COMPANY

Rockvale, Colo., January 12, 1916.

The conference of the Canon District, under the Industrial Representation Plan, was held on this date at Rockvale, Colorado.

Those present were:

Employees' Representatives, Tony Bole and Tony Ossola, Rockvale. (John Chapman, the third Rockvale representative, was not present on account of illness). Mike Morris and Chas. Ossola, Fremont; and George Scollick and Byron Richards, Coal Creek.

Company Representatives, J. F. Welborn, E. H. Weitzel, B. J. Matteson, and Superintendents Henry Johns, Ben Beach and W. J. Davis.

J. F. Welborn was chairman, as provided in the Industrial Representation Plan.

There being no one present who wished to act as secretary, the employees' representatives voted unanimously to ask E. S. Cowdrick to keep a record of the proceedings.

The chairman called the attention of the meeting to the fact that at this session committees should be selected, as provided in the Industrial Representation Plan, and he stated that the Company members of the committees already had been chosen. Byron Richards announced that the employees' representatives also had their committee members selected. The complete committees thereupon were announced as follows:

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRIAL CO-OPERATION AND CONCILIATION

EMPLOYEES	COMPANY
Byron Richards, Coal Creek	E. H. Weitzel, Pueblo
John Chapman, Rockvale	Ben Beach, Coal Creek
Chas. Ossola, Fremont	W. J. Davis, Fremont

SAFETY AND ACCIDENTS

Tony Bole, Rockvale	David Hanson, Coal Creek
Tony Ossola, Rockvale	Charles Grant, Rockvale
George Scollick, Coal Creek	John Godfrey, Fremont

EDUCATION AND RECREATION

Mike Morris, Fremont	W. E. Bragg, Trinidad
Byron Richards, Coal Creek	~~C. L. Allen, Fremont~~ Gus Olson, Rockvale.
Tony Bole, Rockvale	P. D. Robbins, Coal Creek

SANITATION, HEALTH AND HOUSING

Mike Morris, Fremont	D. W. Sutherland, Trinidad
John Chapman, Rockvale	Dr. W. A. Williamson, Rockvale
George Scollick, Coal Creek	Henry Johns, Rockvale

Chas. Ossola suggested that the Industrial Representation Plan be so amended as to provide for nomination of candidates for employees' representatives in open meeting and their subsequent election by secret ballot. E. H. Weitzel suggested that this was a matter which properly could be brought up at the next Annual Joint Meeting.

George Scollick said that the method of nominating by secret ballot, as provided in the Industrial Representation Plan, might result in the nomination of candidates who would be unwilling to serve, if elected. A general discussion of this subject followed, and the consensus of opinion was that the method provided in the Plan assures greater freedom of choice and is, therefore, preferable.

Byron Richards and Superintendent Ben Beach said they thought the present secret ballot method preferable to oral nominations.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

E. H. Weitzel called attention to the right of the employees to pay the expenses and compensation of their representatives in attending meetings and exercising their functions in connection with their official duties, but stated that the Company was entirely willing to continue to bear this expense.

Byron Richards stated that on a recent occasion when the employees' representatives at Coal Creek were called out of the mine by the check-weighman to investigate the alleged incorrectness of the scales, the representatives had received compensation from the miners for their lost time. Byron Richards suggested that it would be equitable to have the expenses and compensation of the employees' representatives paid by the party which called upon the representatives to render services.

In response to an inquiry by the chairman, it was stated that Coal Creek was the only camp in the Canon District in which the miners had employed checkweighmen. Mr. Welborn stated that as President of the Company he hoped that checkweighmen would be elected also at Rockvale and Fremont. E. H. Weitzel explained that under the Colorado mining law it was necessary that a majority of the miners at any camp must vote for the election of a checkweighman before the Company could legally require that such an official be paid by the employees.

Representative Scollick said that he thought the penalty for loading dirty coal--warning, with discharge for the second offense--was too severe. The chairman said that, in his opinion, this or any other rule must be enforced in a reasonable manner. B. J. Matteson expressed the same opinion. The chairman explained that on account of the competition to be met by the Company it was necessary to load as clean coal as possible. Superintendent Davis suggested that the representatives talk

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

to the employees on the subject of loading dirty coal and explain to them the necessity of limiting this practice as much as possible. Superintendent Beach said that in the Canon District it frequently was necessary to stop the screens on account of an excess of dirt in the coal, and that this resulted in halting the supply of cars to the mines, and a consequent loss of time to the miners. The subject of loading dirty coal and the penalty therefor was referred to the committee on Industrial Co-operation and Conciliation.

Adjournment was taken until the time of the next regular District Conference, unless a special conference should be called sooner, in the manner prescribed in the Industrial Representation Plan.

(Sgd) E. S. Cowdrick
Secretary

Certified as correct:

(Sgd) J. F. Welborn
Presiding Officer.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

MINUTES OF DISTRICT CONFERENCE, WALSENBURG DISTRICT,
BETWEEN OFFICERS AND EMPLOYEES
OF THE COLORADO FUEL AND IRON COMPANY.

HELD IN THE CAMERON CLUB HOUSE

January 15, 1916.

The District Conference of the Walsenburg District, under the Industrial Representation Plan, met at Cameron (P.O. Farr, Colorado), on this date:

Those present were:

EMPLOYEES' REPRESENTATIVES: Joe Ward and Isaiah Kennedy, Walsen; R. G. Wiley and James R. Hale, Robinson; Chas. Mitchell and M. Melendrez, Rouse; Chas. Robinson and Dominic Masero, Lester; Frank Phillips and F. E. Campbell, Cameron; E. H. Myers and D. Garcia, Ideal.

COMPANY REPRESENTATIVES: J. F. Welborn, C. J. Hicks, J. B. McKennan, E. H. Weitzel, B. J. Matteson, Dr. R. W. Corwin, W. G. Beck, W. J. Tyson, C. A. Kaiser, W. S. Getchell and John Shaw.

J. F. Welborn was chairman, as provided in the Industrial Representation Plan.

On motion of the employees' representatives, which was duly seconded, W. S. Getchell was unanimously elected secretary of the conference.

The chairman made a brief address, explaining the object of this first district conference, and outlining briefly the duties of each of the committees to be selected. At the request of some of the representatives he gave the list of Company representatives that had been selected as members of committees. At this point the representatives of the Company withdrew in order to give the employees' representatives an opportunity to select their members of the four committees provided for in the Industrial Representation Plan.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Upon unanimous request of the employees' representatives Mr. Getchell and Mr. Hicks remained for conference, and Mr. Getchell was asked to continue to act as secretary.

During a brief conference the employees' representatives agreed unanimously upon the list of committeemen, and upon the return of the Company representatives the following list was read by the secretary containing those men appointed by the President and those elected by the employees' representatives, as follows:

INDUSTRIAL CO-OPERATION AND CONCILIATION

EMPLOYEES	COMPANY
James R. Hale, Robinson	B. J. Matteson, Pueblo
F. E. Campbell, Cameron	W. S. Getchell, Walsen
Chas. Mitchell, Rouse	W. G. Deck, Rouse

SAFETY AND ACCIDENTS

Frank Phillips, Cameron	Thos. Johns, Lester
Joe Ward, Walsen	Joe Angster, Ideal
E. H. Myers, Ideal	Herbert Shaw, Cameron

EDUCATION AND RECREATION

Chas. Robinson, Lester	C. A. Kaiser, Cameron
Isaiah Kennedy, Walsen	Chas. Stout, Walsen
D. Garcia, Ideal	Gordon Scott, Rouse

SANITATION, HEALTH AND HOUSING

R. G. Wiley, Robinson	D. W. Sutherland, Trinidad
Dominic Masero, Lester	Dr. Wm. Halley, Rouse
M. Melendrez, Rouse	D. A. Stout, Walsenburg

After announcement by the secretary of these committees for the coming year the chairman asked for an open discussion on any subject of interest to either the employees' representatives or the Company representatives.

F. E. Campbell, of Cameron, stated his views of the work of the various committees, and commented on the great value of the Industrial Representation Plan.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Isaiah Kennedy, of Walsen, also expressed his conviction as to the benefits to be derived from this Plan.

Mr. Welborn urged that all members of committees should take an active interest in their work, and thus help to make the committees of actual value.

This discussion, which related largely to the method of handling grievances, and during which reports of satisfaction with the operation of the Plan were made, was also participated in by Mr. McKennam, Chas.Robinson, of Lester, Frank Phillips, of Cameron, Chas. Mitchell, of Rouse, James R. Hale and R. C. Wiley, of Robinson, and M. Melendrez, of Rouse. Mr. Wiley explained how all grievances arising at Walsen had been handled, and that they had all been satisfactorily adjusted.

Mr. Hicks called attention to the fact that, in addition to providing a method of settling grievances the Plan provided for active co-operation of the various committees in matters referring to living conditions at the camps.

Dr. Corwin spoke on the importance of sanitation and its relation to good health in the camps.

Superintendent Tyson, of Ideal, explained the importance of having grievances taken up direct with the pit boss and superintendent. This position was approved by Representatives Myers, of Ideal, Campbell of Cameron, Kennedy of Walsen, Chas. Mitchell of Rouse, Superintendent Kaiser of Cameron and Manager E. H. Weitzel.

The formal business of the conference having been concluded, the following mine foremen, who had been invited to Cameron to attend the luncheon, were invited to the meeting:

Morgan Williams, Walsen
D. H. Muir, Rouse
John Haddow, Robinson
Thos. Johns, Lester
L. O. Smith, Ideal
Herbert Shaw, Cameron

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. Weitzel emphasized the important relation that the mine foreman has to the Industrial Representation Plan, and commended the sentiments that had been expressed by so many representatives to the effect that employees should be encouraged to first seek to adjust their grievances with the pit boss, mine foreman and the superintendent before taking them to the representatives. He also urged that representatives should set an example as model workmen to their fellow employees, and especially that they should obey all the laws and the rules of the Company, and not attempt to seek any special privileges because of the fact that they were representatives. He also emphasized the duty of every mine foreman to deal courteously, although firmly, with all cases calling for discipline and said that the use of profanity in connection with discipline was the mark of a weak man, rather than a man of strength.

Mr. Matteson called attention to the scope of the Plan in addition to the method of adjusting grievances, and emphasized the work of the safety committees in co-operating with the mine foremen in reducing accidents.

Superintendent Deck participated in the discussion, agreeing heartily with the position taken by Mr. Weitzel, especially urging that delegates should set a proper example to their fellow employees.

In response to the invitation of President Welborn, the following mine foremen participated in the discussion: Morgan Williams, of Walsen, spoke especially on the check system in use at the mines. John Haddow, of Rouse, commented favorably on Mr. Weitzel's position. D. H. Muir, of Robinson, spoke on mining conditions. Superintendent John Shaw, of Pictou, also joined in the discussion.

Adjournment was taken until the time of the next regular District Conference, unless a special conference should be called sooner, in the manner prescribed in the Industrial Representation Plan.

Certified as correct:

(Sgd) J. F. Welborn
Presiding Officer

(Sgd) Wm. S. Getchell
Secretary

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

MINUTES OF FIRST DISTRICT CONFERENCE OF TRINIDAD DISTRICT

HELD AT SOPRIS, JANUARY 14, 1916.

In calling the conference to order Mr. J. F. Welborn, president of The Colorado Fuel and Iron Company, delivered a brief address, extending a welcome to those present and explaining the purpose of the district conference.

Mr. Welborn asked Mr. C. J. Hicks to call the roll of employees' representatives for the Trinidad District. The following representatives were present:

MORLEY:	O. E. Anderson E. Moya
SOPRIS:	Wm. Skidmore Frank Leonetti Frank Angelini
PRIMERO:	John Pernich John Udovich Joe Toth
FREDERICK:	Archie Dennison Vince Gloriccia
BERWIND:	Juan Pacheco John Jones
SEGUNDO:	George Price

There being thirteen employees' representatives present, President Welborn announced the following, all of whom were present, as the representatives of the Company for this conference:

J. F. Welborn

C. J. Hicks	James Wilson
J. B. McKennan	Charles Chambers
E. H. Weitzel	Joseph Haske
B. J. Matteson	J. O'Neil
J. P. Thomas	C. O'Neil
R. W. Corwin	W. E. Danford

On motion duly seconded it was unanimously voted that Mr. W. E.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Danford be elected secretary of the conference.

Mr. Welborn announced that no employees' representatives were present from Tabasco as the election at that point had been contested, owing to some irregularities, and that a new election would be ordered to be held in the near future.

Mr. Welborn stated that the first business of the conference was the selection of members of the four joint committees, and at his suggestion the Company representatives withdrew while the employees' representatives made their selections. After an intermission of about twenty minutes the conference was again called to order and a report was submitted through the Secretary, giving the names of the representatives selected for membership on the various joint committees. The names included in this report, together with the names added by the President as representatives of the Company, were as follows:

INDUSTRIAL CO-OPERATION AND CONCILIATION

EMPLOYEES	COMPANY
O. E. Anderson, Morley	E. H. Weitzel, Pueblo
George Price, Segundo	J. P. Thomas, Trinidad
Frank Leonetti, Sopris	James Wilson, Morley

SAFETY AND ACCIDENTS

Archie Dennison, Frederick	W. F. Urfer, Primero
William Skidmore, Sopris	Jack Deldeso, Sopris
John Jones, Berwind	Jos. Clark, Frederick

EDUCATION AND RECREATION

John Pernich, Primero	Geo. Shields, Berwind
E. Moya, Morley	Fred Baker, Sopris
Oscar Brown, Tabasco	W. M. Jones, Primero

SANITATION, HEALTH AND HOUSING

Vince Gloriocia, Frederick	D. W. Sutherland, Trinidad
John Udovich, Primero	Dr. T. J. Forhan, Sopris
Juan Pacheco, Berwind	Dr. E. M. Russell, Tabasco

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

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Frank Leonetti, Sopris	James Wilson, Morley

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Archie Dennison, Frederick	W. F. Urfer, Primero
William Skidmore, Sopris	Jack Deldoso, Sopris
John Jones, Berwind	Jos. Clark, Frederick

EDUCATION AND RECREATION

John Peraich, Primero	Geo. Shields, Berwind
E. Moya, Morley	Fred Baker, Sopris
Oscar Brown, Tabasco	W. M. Jones, Primero

SANITATION, HEALTH AND HOUSING

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John Udovich, Primero	Dr. T. J. Forhan, Sopris
Juan Pacheco, Berwind	Dr. E. M. Russell, Tabasco

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Chairman stated that as the formal business of the conference had been concluded, he would be glad to have an informal expression from each person present as to any matters relating to, or coming within the scope of the Industrial Representation Plan.

Mr. Anderson, of Morley, said he proposed to do all in his power to make the plan a success. Mr. Dennison, of Frederick, expressed his hearty approval of the Plan, and stated that but few disputes had arisen at Frederick, and that these had been easily settled. Mr. Pernich, of Primero, stated that the only complaint at his camp was with reference to the drinking water. President Welborn replied that a contract with the City of Trinidad was being prepared, which he hoped would provide Primero and other adjacent camps with City water of satisfactory quality.

Mr. Skidmore, of Sopris, spoke of the value of the Y. M. C. A. work, and raised some question as to the rates to be charged for games and other privileges. At the request of President Welborn, Mr. Hicks replied by explaining that the Y. M. C. A. was not yet fully organised but that as soon as possible an adjustment would be made by them that would insure uniformity of charges at the various camps. Mr. Leonetti, of Sopris, and Mr. Jones, of Berwind, participated in the discussion.

The question was raised by Superintendent Wilson as to whether it would be well to ask each new employee to personally accept the Industrial Representation Plan. This led to a general discussion which was participated in by Messrs. Dennison, Weitzel, Price, Moya, Chambers, C. O'Neil, J. O'Neil, Danford, Matteson, McKennan and Hicks. Attention was called to the fact that this was a matter that had already been settled by the Company and a circular had been issued under the President's direction,

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

instructing that each new employee be given a copy of the Plan and Agreement and that he be notified that they are in force, but that he be not required to signify his personal acceptance of either.

Mr. Thomas suggested that it would be a good idea to have the names of the representatives posted in conspicuous places at the mine. This suggestion was later modified by Mr. McKennan, who asked that the names of District Committees be posted, and it was finally agreed that the general office be asked to supply posters for each District, containing the names of all representatives and the personnel of the Committees for that District. Other members present took part in the discussion, including Mr. Toth, of Primero, Mr. Leonetti, of Sopris, Mr. Jones, of Berwind, Mr. Angelini, of Sopris, Mr. Udovich, of Primero, Mr. Pacheco, of Berwind, Superintendent Haske, of Primero, and Dr. R. W. Corwin.

During the latter part of this discussion several mine foremen were in attendance as invited visitors.

At the close of the discussion the conference adjourned to the school house, where luncheon was served by the Domestic Science department of the Sopris public school. After the luncheon addresses were delivered by Mr. E. H. Weitzel, Mr. A. B. Minear, representing the Y. M. C. A., and Mr. W. E. Bragg.

After a vote of thanks to the teachers and pupils of the Domestic Science department for the very satisfactory luncheon that had been served, the conference was declared adjourned.

Certified as correct: (Sgd) W. E. Danford
Secretary

(Sgd) J. F. Welborn
Presiding Officer

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

MINUTES OF DISTRICT CONFERENCE, SUNRISE DISTRICT,
BETWEEN OFFICERS AND EMPLOYEES
OF THE COLORADO FUEL AND IRON COMPANY,

HELD IN THE CAR "SUNRISE,"

January 18, 1916.

The District Conference of the Sunrise District, under the Industrial Representation Plan, met at Sunrise, Wyoming, on the above date.

Those present were:

EMPLOYEES' REPRESENTATIVES: Jno. Bowker
S. H. Whitney

COMPANY REPRESENTATIVES: J. F. Welborn
L. B. Weed, Mine Superintendent.

J. F. Welborn was chairman of the meeting, as provided in the Industrial Representation Plan.

Upon motion of Mr. Welborn, duly seconded by the two representatives of the employees, F. R. Scoon was asked to keep a record of the proceedings.

Mr. Welborn in his opening remarks explained that the situation in the Sunrise District was somewhat peculiar, insofar as the four joint committees to be chosen were concerned, due to the fact that the District at the present time had only two employees' representatives. It was the idea of the representatives to fill up these committees with employees of the Company, to be selected by them on the outside. It was stated by Mr. Welborn that the intention of the Company was to reopen Chicago mine in the near future, after which an election would be held and two representatives chosen from that camp, and the committees could then be filled up with elected representatives from the Sunrise district. He called attention to the fact that it was not in accordance with the practice in other districts to go on the outside for representatives to serve on the committees,

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

and impressed upon the representatives the desirability of adhering strictly to the intent of the Plan.

It was stated by Mr. Welborn that three Company representatives to serve on each of the joint committees had been selected, the understanding being that should any matters come up for adjustment by any one committee, as provided in the Plan, one of the Company men would drop out so as to make the number on each side equal. Mr. Bowker said the two Sunrise representatives were perfectly agreeable to serving on these committees, although at present considerable of their time was being taken up by employees coming to them for adjustment of various questions arising in the camp. Mr. Welborn called attention to the fact that it was the purpose of the Plan that an attempt should first be made to adjust conditions complained about with the superintendent or mine foreman, and the representatives felt that they would in the future be justified in referring the workmen to those mine officials, and by such action be enabled to save themselves a great deal of time.

Mr. Welborn then announced the composition of the joint committees as follows:

INDUSTRIAL CO-OPERATION AND CONCILIATION

EMPLOYEES	COMPANY
J. Bowker, Sunrise	J. B. McKennan, Pueblo
S. H. Whitney, Sunrise	L. B. Weed, Sunrise
	Thos. Tucker, Sunrise

Mr. Tucker is to act as alternate with Mr. Weed when Mr. McKennan is not available.

SAFETY AND ACCIDENTS

S. H. Whitney, Sunrise	Thos. Tucker, Sunrise
J. Bowker, Sunrise	Geo. B. Botsford, Sunrise
	J. C. Lord, Sunrise

EDUCATION AND RECREATION

J. Bowker, Sunrise	Chas. T. Sherbno, Sunrise
S. H. Whitney, Sunrise	W. Whitefield, Sunrise
***	( )

SANITATION, HEALTH AND HOUSING

S. H. Whitney, Sunrise	L. B. Weed, Sunrise
J. Bowker, Sunrise	Dr. Wilbur Lowe, Sunrise
	W. F. Moenke, Sunrise

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

*** To be selected later.

The third Company representative on each of the above committees, except as noted in the case of Mr. Tucker on the first committee, will remain inactive until after election of employees' representatives at Chicago mine.

A general discussion concerning the duties of the various committees was participated in by all present.

Mr. Bowker brought up the matter of relationship of the Colorado & Wyoming Railway employees to the Industrial Representation Plan. It was agreed by all present at the conference that the above employees in matters of wages, working conditions and discipline should deal directly with the officers of the railroad, inasmuch as the Colorado & Wyoming Railway is subject to the general regulations of the Interstate Commerce Commission, just as other railroads are, and it was the consensus of opinion that, as to other matters, the railway employees should bear the same relation to the Industrial Representation Plan and the community as the mine employees.

Mr. Weed stated there was some dissatisfaction on the part of the scale gang as to the wages they were receiving. After some discussion, which was participated in by all, it was decided that the matter should be referred to General Manager McKenman for recommendation.

Mr. Welborn stated that work on the emergency hospital and club house at Sunrise would be started just as soon as weather conditions would permit.

The question was asked by Mr. Whitney if the use of tobacco was permitted in the Y.M.C.A. buildings, and Mr. Welborn answered in the affirmative, stating that it would probably be sold by the Y.M.C.A., and explained something of that organization's work in the Company camps.

The formal meeting of the representatives being over, several Company representatives, including those who had been named on the committees, were called in, and they, as well as the representatives, remained for luncheon,

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

14 being served on the car "Sunrise."

After luncheon Mr. Welborn in a few remarks impressed upon all the importance of the committees being active and working with the Company officers to the end that a real home community might be established at Sunrise. A general discussion was participated in by all on sanitation in the camp and a satisfactory water and milk supply. Mr. Welborn asked the committee on Sanitation, Health and Housing to take up the milk question and see if an arrangement could not be made to have a dairy near the camp, which would furnish an adequate supply under proper supervision as to quality and cleanliness, and at the same time relieve the present unsanitary conditions in and about the camp.

Adjournment was taken until the time of the next regular District Conference, unless a special conference should be called sooner, in the manner prescribed in the Industrial Representation Plan.

(Sgd) F. R. Scoon
Secretary

Certified as correct:

(Sgd) J. F. Welborn
Presiding officer.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

MINUTES OF JOINT MEETING OF EMPLOYEES' REPRESENTATIVES FROM MINNEQUA WORKS AND THE QUARRIES WITH OFFICERS AND REPRESENTATIVES OF THE COLORADO FUEL AND IRON COMPANY.

Pueblo, Colo., January 26, 1916.

The meeting was called to order by President J. F. Welborn, and a roll call showed the following present:

EMPLOYEES' REPRESENTATIVES (Steel Works)

Division	
First:	W. H. Walker Geo. W. McCray
Second:	H. J. Butzbach B. J. Thomas Frank Van Dyke
Third:	D. C. Cook F. Jos. Loeffler Wm. Lamb
Fourth:	H. O. Lemon Thos. P. Reese
Fifth:	A. H. Lee C. M. MacDonald
Sixth:	V. E. Johnson Geo. J. White Fred Lobaugh Anton Kochevar Jno. Fahey G. C. Bebout Dennis Mallon
Seventh:	Chas. B. Bartle Gotlieb Schultz'
Eighth:	Roy N. Doughty Leslie Sands
Ninth:	Pedro Lopez Tony Juliano

Employees' Representatives from the Steel Works, including all with the exception of Ed. Floyd of the Fifth Division.....25

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

EMPLOYEES' REPRESENTATIVES (Limestone Quarries)

Lime: Raphael Bruno
John Rennie

Calcite: Frank Domenico
Luigi Corse

TOTAL EMPLOYEES' REPRESENTATIVES PRESENT.....29

The following representatives of the Company were present on invitation of President Welborn:

F. E. Parks
S. A. Walker
A. W. Sampson
W. S. Hutton
H. A. Deuel
T. J. Brown
O. B. Wolff
James Callahan
J. E. Pugh
Thomas Aurelius
J. F. Welborn
J. C. Bench
G. B. Richards
J. F. Chapman
J. H. Penn
Geo. Van Brimer
W. H. Loughry
E. H. Weitzel
F. A. Scammell
Dr. R. W. Corwin
J. B. McKennan
C. J. Hicks
Harrington Shafer
T. J. Quinn, Superintendent, Lime
R. B. Jerrard, " Calcite

TOTAL COMPANY REPRESENTATIVES PRESENT.....25

TOTAL MEMBERS OF CONFERENCE PRESENT.....54

Mr. Welborn opened the meeting with an address as follows:

"In August, 1914, Mr. Rockefeller wrote me suggesting the adoption of some machinery that would provide a means of easy access on the part of employees to the officers of the Company on matters of particular concern to them. Expressed in another way, Mr. Rockefeller thought the men should know they could go to the highest officer of the Company, if need be, to have a just grievance settled. We were then in the throes of a coal miners' strike, about which we have already heard too much, and while I acquiesced in Mr. Rockefeller's view, I feared that if we undertook to put it into effect at that time our purpose would be misunderstood.

"Mr. Rockefeller agreed with me and we deferred action until December, 1914. The strike was declared off December 10th, and on December 15th Dave Griffiths was appointed to the position afterwards styled the President's Industrial Representative.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

"On January 7, 1915, the coal mine workmen elected from among their number men of their choice to represent them in conference with Mr. Griffiths or other officers of the Company on matters of mutual concern, or such matters as they chose to bring up.

"January 19, 1915, the first meeting with these representatives was held in my office in Denver and, speaking for the Company, I can say that it was a most satisfactory conference. I feel that I am also justified in saying that the representatives of the miners consider that that meeting was, from their point of view, very important as the first step in establishing more friendly relations between the Company and its coal mine employees.

"In the year that has elapsed since that meeting Mr. Griffiths has made frequent visits to all the mines, at times on his own initiative, but at other times on requests of representatives, wage earners other than representatives and mine superintendents, for the purpose of adjusting complaints or considering matters that seemed to call for his attention. In many cases complaints have been either imaginary, or of little importance, and some requests have been made that could not be complied with. In other cases complaints have been made that were fully justified, and when called to the attention of the officers of the Company have been properly adjusted.

"The work of Mr. Griffiths and the employees' representatives has been very effective in bringing about a clearer understanding of the relations between the Company and its coal mine employees and in showing the latter that the officers of the Company regard the interests of itself and its employees as mutual. In all cases of complaints it has been our aim to adjust the matter in an equitable manner and to the satisfaction of all concerned.

"In September, 1915, Mr. Rockefeller came to Colorado to view at first hand conditions in the coal mines, about which somewhat unfair criticism had been directed against him personally. While here he, in conjunction with the officers of the Company, completed the Industrial Representation Plan, on which he had been devoting a great deal of time for several months.

"At a meeting of the representatives of the miners in this building October 2, 1915, the Plan was read and explained to them by Mr.Rockefeller and they were asked to express their approval of disapproval of it, with the statement that if they approved it, it would then be presented to the Board of Directors of the Company, and if approved by them would be submitted to the mine workmen for adoption. The representatives unanimously expressed their approval, the Board of Directors also approved it, and when later submitted to the miners it was adopted by a large majority vote.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

"I have no doubt you are all familiar with the Plan, including its provision for committees, with their activities, and district conferences.

"The annual election of new representatives at the coal mines took place January 8, 1916, and in the following week at conferences in the several districts committee appointments were made. Except one man who was absent on account of illness and another unavoidably detained, there was a full attendance of representatives at these conferences, and a very lively interest in the work was shown by them.

"I should say that the Plan was offered to the employees of the Sunrise iron mine in Wyoming the latter part of October and adopted by a large majority vote. The representatives elected at the same time were reelected on January 8th, and the district conference at that point was held last week.

"I have felt that this somewhat detailed review of the various steps in the development of our Plan for the promotion of harmony and good will between the Company and its employees might in some way be helpful to you in connection with the new duties that you have been called upon to perform in the interest of your co-workers.

"You all know Harrington Shafer, who has been appointed to a position in the steel plant and limestone quarries similar to that filled by Dave Griffiths at the mines. If you will co-operate with him as the representatives in the other department have co-operated with Mr. Griffiths, I am sure that the results will be beneficial alike to the stockholders and the workmen. It is my hope, and I may say belief, that if we work together in the proper spirit, each giving due recognition to the other's rights, we will establish a relationship that may well serve as a guide to other industrial companies.

"I hope you will pardon a necessary reference to myself in making a point that I think not out of place. I have been associated with The Colorado Fuel and Iron Company for over twenty-five years, my first employment being that of clerk at a very moderate salary, and during that time I have never known an officer of the Company to pursue or advocate a policy of keeping the wages of the workmen to the lowest possible figure. On the contrary, I believe I can say, without qualification, that during the last quarter of a century it has been the policy of the managing officers of The Colorado Fuel and Iron Company to pay their workmen all that the volume of the Company's business and the receipts from its sales would justify. In fact, the Company has been a financial success only for the officers and employees who have regularly drawn their salaries and wages.

"The wages of the workmen have been maintained on a parity with, and in some cases higher than, the wages paid by our competitors, yet those who have invested their money in the common stock of The Colorado Fuel and Iron Company have received but 8¼ per cent in dividends during over twenty-two years. One and one-fourth per cent of this was paid in 1893, 3½ per cent in 1901 and 3½ per cent in 1902. The amount of common stock outstanding is over $34,000,000.00.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30879

"The amount of preferred stock is $2,000,000.00, on which cumulative dividends at 8 per cent per annum should be paid. Dividends on this stock are in arrears from January 1, 1909.

"I give you this information with respect to the financial aspects of the Company in order that you may see that the real beneficiaries from the operation of The Colorado Fuel and Iron Company have been its employees.

"We frequently hear it said that in the negotiation of wage agreements between employers and employees, the employer naturally endeavors to secure the labor at the lowest possible figure, and that the workman always tries to secure the very highest compensation for his labor. That such is the practice in some wage negotiations is doubtless true, but I cannot bring myself to agree with the policy. Had it been the policy of The Colorado Fuel and Iron Company to secure its labor at the minimum wage it would have paid its employees many million dollars less during the last twenty years than it has, and as a result would have made a much greater return to stockholders.

"I believe that when capital endeavors to secure its labor at the lowest possible figure and as a natural result the workmen try to secure the highest possible compensation, both disregarding the economic and business conditions under which they are obliged to work, that the result is apt to be a breach, or at any rate the development of contending sides. I feel and know that our interests are mutual; that it will do the Company no permanent good to force the workmen to a lower wage than they ought to take, and that if the Company is obliged to pay a higher scale of wages than its trade will justify no permanent good will result to the workmen.

"I hold that you employees, including your associates and the officers of the Company here assembled, are partners in the development and conduct of this business; that if we as individuals are to succeed permanently we must make the business return some profit, at least, to those who have the investment in the stocks and bonds of the Company. It is on this basis that we have met here, and I shall be glad to hear from any or all of you.

"Now just a word in behalf of the officials of the Company: You were asked to come here and meet representatives of the Company 'for the purpose of discussing matters of mutual concern and considering means of more effective co-operation in maintaining fair and friendly relations.' To avoid any possibility of misunderstanding I want to say that this meeting and your election which preceded it are both in entire harmony with the views of all of the representatives of the Company that you see here, as well as other officials of the Company who may be absent. It is not that we doubt the fair intentions of the superintendents in their dealing with the workmen, that we propose to discuss means of more effective co-operation, but that we believe that meeting in a more or less formal manner on a basis of equality for an exchange of views will be beneficial to all. Those representing the Company feel that their work will even be simplified if they can discuss with you matters of particular interest to the workmen as a whole, whether such matters be initiated by the superintendents or by the workmen themselves."

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. Welborn introduced Harrington Shafer, the President's Industrial Representative at the Minnequa Works and the Quarries, who spoke in part as follows:

> "A month ago in this building Mr. David Griffiths in an address before the representatives of the coal miners said that the eyes of the industrial world are upon us. I will go further and say that other eyes are watching us and prophesying that our experiment will meet with failure, and I think it is our duty to work together to the end that the narrow-minded predictions do not come true. In entering upon this new field of labor I feel certain with your assistance and co-operation we can accomplish some results for which none of us, either individually or collectively, will have to apologize."

In response to invitation of Mr. Welborn that the representatives participate in the conference and discuss any matters of mutual interest, Mr. Gotlieb Schultz, representative in the Seventh Division, said in substance: "I think if the Plan is worked out along the lines as set forth, and that if both sides are fair with each other, that much good will result to both the Company and employees."

H. O. Lemon, of the Fourth Division, commented upon the Plan and expressed the opinion that both the Company and employees were on the road to betterment.

Frank Van Dyke, representative in the Second Division, in a short address, touched upon the reduction made in 1914 in the wages of employees in the Open Hearth Department, which he said, on account of business conditions at that time was justifiable, but in view of the activity in business at present he felt that the scale of wages now in effect was unjust. He read some figures pertaining to the production in that department during the past few months, based upon which tonnage he said the wages received by some of the men were no greater than earned by common labor. Mr. Welborn here mentioned the increased scale to be put into effect at

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

the Steel Plant the first of February.

Thos. P. Reese, of the Fourth Division, made inquiry as to the choosing of committees under the Plan in effect at the Steel Plant, to which Mr. Welborn replied that that was a matter to be taken up later, or at such time as the Plan in its entirety was effective at the Steel Plant, the same as at the coal properties.

Geo. J. White, of the Sixth Division, spoke of the advantages that would accrue to the Wire Mill and Drawing Department employees as a result of having steel delivered to them in the best possible shape, stating that it would facilitate their work and result in greater production. It was suggested by Mr. Welborn that this matter be discussed with Thos. Aurelius, Superintendent of the Wire Department.

After some informal discussion concerning the matter of an Industrial Representation Plan for the Steel Works and Quarries, H. O. Lemon, representative in the Fourth Division, moved that the Company be asked to prepare a Plan similar to that adopted by the coal mine workmen, but adapted to the conditions in the Steel Works and Quarries, for the consideration of the representatives at a future meeting to be called by the Company. This motion was seconded by Thos. P. Reese, representative in the Fourth Division, and was unanimously carried.

V. E. Johnson, of the Sixth Division, reiterated the ideas of Mr. White with reference to having steel for the Wire Mill in the best possible shape.

Anton Kochevar, of the Sixth Division, made the request that wash rooms be installed inside the Works, and Mr. Welborn stated that this was a matter that the Company had under consideration and that Mr. Shafer would take it up at once. Mr. Kochevar stated that he was employed in

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

the plate-room, and made mention of the fact that the dies which those in his department were using were not altogether satisfactory, and spoke of a die which he thought would be somewhat better. Mr. McKennan explained that the latter mentioned dies had not heretofore been obtainable, but that some had just been ordered.

F. Jos. Loeffler, of the Third Division, stated that he was not just clear as to the channel through which grievances should be taken up, which was explained to him by Mr. Welborn and Mr. McKennan.

G. C. Bebout, of the Sixth Division, talked of the advantages to be derived from the men having good tools with which to work.

H. J. Butzbach, of the Second Division, brought up the matter of the "bonus system", and stated that some of the men had requested him to ask that the old tonnage rate formerly in vogue be again made effective. Mr. Parks in reply to Mr. Butzbach said: "We have put a clause in the rate sheet that reads that any 'bonus' worker can have not to exceed two days, in a pay period, off without losing his 'bonus', providing he gives his superintendent notice of the same." Mr. McKennan also participated in this discussion.

At this point Mr. Welborn remarked as follows upon the subject of the seven-day working week:

> "For some time we have been giving consideration to the seven-day working week. We have all felt that it ought to be eliminated; that no man should be required or allowed to work more than six days per week, except in an emergency. We have decided, therefore, to adopt a policy providing that each workman shall have one day of rest out of every seven, and that the 'long turn' shall be eliminated. Steps will be taken to put this policy into effect as rapidly as practicable."

B. J. Thomas, of the Second Division, in a short address expressed no little satisfaction at Mr. Welborn's announcement of the Company's

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30883

intention to abolish the seven-day working week, as he knew from experience that no man could keep in good condition without a weekly day of rest.

Mr. McKennan explained the six-day working week, and stated that Mr. Parks had given each superintendent a blue print showing just how the changes would be made from day to night shifts. He also stated that within a few days a copy of this blue print would be furnished to each of the representatives.

B. J. Thomas on behalf of the bricklayers presented request that they be paid time and a half for overtime and for work on Sundays. Mr. Welborn stated this request would be referred to Mr. Deuel, Superintendent of the Open Hearth, and Mr. Parks.

Mr. Van Dyke stated that the Open Hearth men were opposed to the six-day working week that had been announced by Mr. Welborn and explained by Mr. McKennan, as they preferred the "long turn" and the opportunity to get off forty-eight hours every other week.

Geo. W. McCray, of the First Division, imparted the information that the Blast Furnace men were strongly in favor of the plan announced by Mr. Welborn, namely, the six-day working week.

John Rennie, representative from the Lime quarry, said: "I did not come here with complaints from anybody. Working conditions are entirely satisfactory with us. I am glad the Company is adopting the plan of the six-day working week. I have been working for and among corporations a good long time, and it is the first attempt of the kind I have ever seen made. I am confident our Plan is going to bring the men and Company together. We ought to be friendly and not at 'outs' with each other. What is good for the Company ought to be good for the men. I am heartily in favor of the Plan."

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

W. H. Walker, of the First Division, discussed the six-day working week, as did also Mr. McKennan, Mr. Hutton, Mr. Deuel and Representative Butzbach.

Representative V. E. Johnson stated that the employees in the Wire Department would like to arrange to have Saturday afternoon off during the Summer months. Mr. Welborn assured him that this request would receive proper consideration.

At this point the meeting adjourned and a photograph of the conference was taken. Later luncheon was served to all members of the conference in the Minnequa Club House.

Following the luncheon there was some informal discussion, at which time the following definite suggestions were made:

1. F. Jos. Loeffler, of the Third Division, expressed his conviction that there was great need of a club at the Steel Works and the hope that Mr. Rockefeller might be interested in helping to provide a building for such a club.

2. H. O. Lemon, of the Fourth Division, suggested that it would be a good plan to have Minnequa Lake stocked with game fish, so that some of the employees who are fishermen might have an opportunity to occasionally indulge in this sport. Considerable doubt was expressed as to whether this would be feasible, and Mr. Welborn asked Mr. Lemon to look into the matter and report later on.

3. Leslie Sands, of the Eighth Division, suggested an eight-hour day for the masons and bricklayers, which question Mr. McKennan advised him would be taken up and decided.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

4. V. E. Johnson, of the Sixth Division, expressed his conviction that the greatest need at the Steel Works was some sort of an organization to provide sickness and death benefit funds for employees. This suggestion was heartily seconded by Anton Kochevar, also of the Sixth Division.

There being no further matters presented for consideration the conference was declared adjourned.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

FORM 1 U.T.

3088

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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DENVER COLO 27

W L MACKENZIE KING

373

THE ROXBOROUGH OTTAWA ONT

OUR FIRST MEETING WITH STEEL WORKS REPRESENTATIVES YESTERDAY SATISFACTORY IMPORTANT ACTION TAKEN WERE PASSAGE OF RESOLUTION BY REPRESENTATIVES ASKING FOR SUBMISSION OF OUR PLAN ADAPTABLE TO STEEL WORKS AND MY ANNOUNCEMENT OF ABOLISHMENT OF SEVEN DAY WEEK AND THE LONG TURN WHEN CHANGING FROM NIGHT TO DAY OR DAY TO NIGHT SHIFTS

J F WELBORN.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Labour Unions ✓ 30887
Rockefeller Foundation ✓

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

February 2, 1916.

My dear King:

I have been looking backwards a great deal during the last few weeks, and always the view has "King" in it.

The strike was not ninety days old when I realized and stated frequently that at its close a new era would open for the Colorado Fuel and Iron Company and those connected with it. I had the feeling at that time that in the matter of relationship between the Company and its men we should and would do something materially different from what had been done in the past, yet I did not foresee such broad and constructive changes as have taken place. Had I known you at that time I might possibly have had a clearer conception of what was before us. I regret now very much that I did not have the great advantage of the acquaintance and friendship that has been formed between us some years ago. I am sure now that if I had had the advantage of consultation with you during the early part of our strike I might have avoided some rough places. However, I am something of a fatalist and believe that after all our meeting, from my point of view, took place at an opportune time. The development of that acquaintance into genuine friendship has been one of the pleasantest things in my life. As you very correctly stated in a recent letter to me, the best friendships are not always formed in what we may call "early life," yet circumstances have not seemed to be favorable for the formation of many close friendships during my business life.

Your uniform frankness and interest shown in myself and associates immediately inspired our confidence, and "King" is our authority now to what I think you would regard as a surprisingly large extent. My main regret is that you are not nearer, or available for frequent consultation. I have many times wanted to talk things over with you during the last two months, and if my memory does not fail me you will have to answer a lot of questions and give me a great deal of advice the next time we meet.

We are missing you perhaps more at the house than I do at the office, or in connection with our business matters. We have been staying at home alone since Mrs. Welborn returned from the hospital. We have often wished that you could sit before the grate fire with us and operate the phonograph on your favorite selections. The results of the operation have not so far been what we anticipated and hoped for. I cannot say that Mrs. Welborn feels much worse

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

physically than she did before the operation, but she is in a very high nervous state and is naturally getting impatient over the delay in complete recovery. We are hoping that toward the end of the month she will be ready to take her trip. I feel quite sure she could not travel with any comfort whatever now.

The remembrances which you left with us, and sent after your return home, in the form of bronzes will always be much prized and a constant reminder of your own good self, though I assure you nothing is needed to keep pleasant thoughts of "King" before us.

I said at the beginning that I had been looking backwards. As I have done so in connection with the development of our Industrial Plan it seems to me that the various steps taken, beginning with your letter to Mr. Rockefeller in August, 1914, (copy in part of which he sent me), were all natural and necessary ones, and to have moved with much greater rapidity might have resulted in some serious mistakes, whereas, so far as I can see now, no mistakes of moment have been made.

The holding of the district conferences, which were the means of bringing the superintendents and the workmen together again, served to renew the interest of all of us, and by the appointment of the several committees the importance of keeping the Plan and its various conditions constantly before us was greatly emphasized. With the spirit that has been developed not only among the workmen, but among those connected with the Company all along the line, there is in my judgment but one element that can cause failure, or that will prevent the success of the Plan in a measure satisfactory to all. The United Mine Workers of America will not be satisfied if we succeed, for if we do the workmen will have no use for a union. We may, therefore, regardless of assurances that may be made by some of the higher officers of that organization, look for the inauguration of some campaign whenever they consider the time opportune, that will have for its purpose the capture by them of our own organization. There was no indication whatever of union influence in connection with the election of representatives January 8th, yet occasionally information comes to us from more or less credible sources that at some time they expect to effect a merger with what has been called "our union."

Please regard what I have just said as indicating a feeling of concern, rather than fear.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

I had intended to write you two or three letters on subjects that have been touched upon in this, but apparently could not get around to it, and after all everything set down here in rambling fashion is purely personal.

We were at your brother 's house a week ago last Sunday and found him looking well.

I hope you are in good health, and that your father and mother are also well.

Yours very sincerely,

J. F. WELBORN

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30890

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

February 3, 1916.

My dear Mr. King:

Mr. Hicks has just written you regarding the interpretation to be placed on certain parts of Section VII of the Memorandum of Agreement with the coal miners.

You will recall that one reason for dividing our coal mines into districts was to provide a means of considering questions of peculiar interest to one district, and which might not affect others, solely with the men in that district, rather than with representatives of the entire coal mining department. I can imagine changes being necessary in certain districts because of competition to which those districts might be subjected, which would in no way affect other districts, and in such cases it would be most undesirable, from my point of view, to have to go into conference with more than those in the district affected.

Had not Mr. Hicks brought this question up I would have felt that we were in no sense of the word violating the spirit or letter of Section VII were we, for example, to go into conference with the miners' representatives in the Trinidad District with respect to some changes in their wages or relations which were not to affect the other districts.

I am not thinking now so much of a possible increase in wages

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

during the next two years, on account of increases in competitive districts, as I am of the probable necessity of our either increasing or decreasing wages in some district or at some individual mine after January 1, 1918, when the Memorandum of Agreement will be running subject to ninety days notice.

As to Mr. Hicks' second inquiry, I have the feeling that, while there might be no impropriety in discussing the question of changes in wages with the joint committees, the subject should really be considered with all of the representatives in the district affected, which would mean, of course, the representatives in their entirety, providing that changes at all of the mines were contemplated.

If there is any question about the interpretation of the provision just discussed, it seems to me very desirable that in preparing this particular section for the Steel Works we should make it provide that discussions of changes in wages shall be had with the divisions affected, where the changes proposed or under consideration are not general in character.

Yours very truly,

H. Walker

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30892

February 10-1916

Dear Mr. Welborn:-

Referring to your letter to me of February 3rd and mine to you of even date,- either the camps of the Colorado Fuel & Iron Company are open camps, which means that any individual may visit them, exactly the same as he might visit a community in which the employes of thw Company lived but in which the Company owned no property, or they are closed camps, from which the Company exercises its right to exclude certain individuals at its discretion, for reasons other than the probability that they will not be decent and orderly while in the town. The question as to which of these two policies the Company would follow was fully understood many months ago. It has been heralded broadly over the land that the Colorado Fuel & Iron Company's camps were open camps, and the provisions of the Plan of Representation make this position clear. The policy was not arrived at hastily or thoughtlessly, but after full and mature deliberation and with a clear recognition of all that it would involve, and in its adoption the management of the Company very largely, if not entirely, acquiesced. If the Company had meant what it has said during these many months, an open camp must be absolutely and unequivocally an open camp, without reservation or strings. Any other than the most conscientious adherence to the policy announced would lay the Company open to the charge of insincerity and would be a hundred fold more harmful to the success of the Plan than the worst condition which could possibly result from a rigid adherence to this policy. The position which the Company has taken on this question is absolutely right and is bound to win out in the end. On

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

the other hand, it is just as important that the Company should take every legitimate means to prevent its ~~sincerity and high-mindedness~~ impartiality being taken advantage of by scheming and unscrupulous men for the purpose of affecting one way or another the attitude of the men toward the Company, through misrepresentation of the attitude, plans or purposes of the Company or of any of its directors.

The officials who are upon the ground and upon whose shoulders rests the responsibility of carrying out the policy of the Company ought to have the strongest kind of support, in the form of a clear and absolutely unequivocal statement of the Company's attitude in regard to this matter. We have been in conference for a number of days on this subject, and have been fortunate in having Mr. King with us in the conferences. My letter to you of this same date is the result of our deliberation. We have also prepared a notice, which you may think it well to issue, in line with the suggestion contained in my letter just referred to. It would be our thought that my letter should be made a part of the notice, and that the notice should be presented to the Board of Directors, with a view to ascertaining whether they concur in its issuance. The enclosed draft will indicate about how we have thought my letter and the notice might be combined. You will see that in the preparation of both we have taken the bull by the horns and have sought to make absolutely clear to every employe of the Company what his rights and privileges are, as well as the further fact that the Company proposes to protect him in the enjoyment thereof. We have also stated unequivocally that no one not connected with the Company would be authorized to bring messages from

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

me to the employes of the Company or to make representations to them on my behalf.

It was our thought that this notice as it appears, introduced by my letter, should be mailed to every employe of the Company, or delivered at their homes, so that their entire households might know of its contents; that it should be translated into as many languages as necessary in order to reach every employe in the mining camps of the Company; that it should be printed in full on ~~the~~ bulletins to be posted at each mine; that as opportunity offers it should be discussed and explained, in conferance with the representatives of the employes at each camp, and finally, that it should be published in the next regular bulletin issued by the Company.

We regard this question raised by the representative of organized labor as coming most opportunely, in that it furnishes occasion for this very clear and unequivocal statement of the Company's attitude on this question, than which there can be none more important. While this notice will provide the officers of the Company with a clear cut statement of the Company's policy, by which their actions are to be guided, it will at the same time make it clear to the employes of the Company that they have an equal right to join or not to join any union or other organization, and that they will be protected in the exercise of the right not to join quite as much as in the exercise of the right to join. If this notice is fully comprehended by every employe of the Company, it would seem practically impossible for anyone visiting the camps for whatever purpose to influence the men through false statements as to any action which the Company has taken or is proposing to take

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

which relates to its employes.

I am sure, in the light of this letter and the accompanying draft of a notice, that you and your associates will agree that this is the right course to pursue, and that it is the only course open to the Company, unless it would stultify itself and go back on its frequently reiterated statements. As to what effect the sending out of this notice will have on the Plan of Representation, I believe it will be equally clear to you that to meet the situation in the perfectly frank, straightforward, unequivocal manner in which the notice meets it will, instead of jeopardizing the plan, help immensely to establish it in favor with the employes of the Company, the representatives of labor throughout the country and the public at large.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

NOTICE
TO THE EMPLOYES
OF THE COLORADO FUEL & IRON COMPANY.

THE FOLLOWING LETTER HAS BEEN RECEIVED BY THE PRESIDENT OF THE COLORADO FUEL & IRON COMPANY:

"Dear Mr. Welborn:-

"A representative of organized labor recently called on "me, as a director of the Colorado Fuel & Iron Company, and "stated that he was proposing to visit the Company's camps "and asked whether there would be any objection.

"I felt that there could be no question of the right of "free speech or assembly in the camps of the Company, and that "this had been made clear in the 'Plan of Representation' re- "cently adopted by the Company and its employes. I there- "fore replied that anyone was free to visit the camps of "the Colorado Fuel & Iron Company.

"Since this question has been raised, I am wondering "whether the management may not desire to issue an explicit "notice to the employes, setting forth the rights which they "enjoy and also the protection which the Company will give "to them in the exercise of their freedom of association or "non-association with any organization.

"In the event that you issue such a notice, I hope you at no time "will make it clear to the employes of the Company that I have "~~have neither~~ sent, ~~nor will I at any time send,~~ messages to and "~~them through persons not connected with the Company, and~~ I meet- "~~furthermore, that I~~ will not make any representations to them, managers of "other than personally or through the officers of the Company. them, nor will I at any time make representations to them

"Very truly,

"John D. Rockefeller, Jr."

"New York, February 10, 1914.

IN VIEW OF THE FOREGOING LETTER, THE BOARD OF DIRECTORS OF THE COLORADO FUEL & IRON COMPANY HAVE CONCURRED IN THE ISSUING OF THE FOLLOWING STATEMENT:

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Every mine settlement of The Colorado Fuel & Iron Company is an open camp.

In the "Plan of Representation" adopted by the Company and its employes, these stipulations are made:

> "Employes shall have the right to hold meetings at "appropriate places on company property or elsewhere as "they may desire outside of working hours or on idle days," and
>
> "There shall be no discrimination by the company or by "any of its employes on account of membership or non-member- "ship in any society, fraternity or union."

The foregoing stipulations mean what they say. Anyone conducting himself in an orderly manner may visit the camps of the Company. The employes have a right to hear what any visitor has to say, and to determine each for himself what action he will take.

The fact that an employe joins any union or other organization will not affect his interests with this Company.

The fact that any employe does not join any union or other organization will not affect his interests with this Company.

The Company will not discriminate against an employe in any particular because he does or does not join any union or other organization, but will protect the freedom of every employe to do whichever he pleases.

It is the policy of this Company to guarantee to every employe, be he or be he not a member of any union or other organization, his hours and [illegible] of employment, rights, favorable wages, and opportunity to redress all grievances.

The Colorado Fuel & Iron Company is earnestly striving, through the "Plan of Representation," to cooperate with its employes to the

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

mutual advantage of themselves and the Company, with respect to working, living and social conditions, and the management will welcome from employes any suggestions which may help to make their cooperation increasingly effective.

THE COLORADO FUEL & IRON COMPANY,

J. F. Welborn,
President.

(Date to be filled in.)

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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GREAT NORTH WESTERN TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

20nas 36 N.L.

Denver Col Feb 4th (1914)

W L Mackenzie King

Roxborough Ottawa Ont

043

We are shocked and especially concerned on account of yourself over disaster to your government building hope no injury to any of your immediate friends should be interested in hearing about it ,when you can write

J F Welborn

153a

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30900

Ottawa, February 5, 1916.

Mr. J. F. Welborn,
1065 Logan Street,
Denver, Colorado.

My dear Welborn:

It is indeed kind of you to have sent the wire which I received this morning. Had I not written you a letter of such length yesterday, and also written Mrs. Welborn last night, I should have been tempted to write you at considerable length of this event. I imagine, however, that by the time you have completed the epistles already mailed,you will have had enough of narrative from me.

In case, however, it may be of interest to you, and since you have so kindly asked for particulars, I am vnnturing to enclose a carbon copy of part of a letter I have just written to my brother, and which contains a few personal impressions of the evening of the fire and of its significance. It is perhaps more personal than I should think of making it if writing to any one but a member of the family. He, however, gets pleasure out of references to different people he knows here, and is interested in my own views: so I write him pretty freely from week to week on their events. Please take this consideration into account in reading over the extract enclosed.

With renewed thanks for your telegram, and kindest remembrances to Mrs. Welborn and yourself, Believe me, ever,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Personal and
Confidential

Ottawa, February 4, 1916.

Mr. J. F. Welborn,
1065 Logan Street,
Denver, Colorado.

My dear Welborn:

Please regard this letter as strictly personal and confidential.

You may have noticed that my political opponents intend to give me battle when the time comes almost solely on the prejudice they think they can arouse through my association with Mr. Rockefeller. My friends, like myself, while realizing that this is a factor which must be met, feel that there should be no trouble in meeting it if by reference to any authoritative documents it can be shown that the work done by me in Colorado was not in the nature of helping to increase profits at the expense of Labor, but rather to assist Labor through my association with the Rockefeller Foundation.

The only official documents likely to be issued are the Seth Low Report and the report of the State of Colorado Committee on Unemployment and Relief. It is wholly improbable that any reference to myself in connection with the time spent in Colorado and work done there will be made in the Seth Low Report. This circumstance will make the report of the State of Colorado Committee on Unemployment and Relief all the more

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

significant when it is published. I do not know whether you have seen this report yourself or not, but if you have you will have observed that, beyond mention of the circumstance that the State Committee called upon me to ask whether I thought the Foundation would render aid, and that after $100,000 had been voted its members had a subsequent interview with me. There is nothing to indicate that I had anything to do with either helping to secure the large contribution which was made by the Foundation, or helping to see that when secured the fund was so administered as to have every dollar of the Foundation's money spent in a manner which would not only be of permanent service to the State, but would also reach the homes and the families of the miners in distress in its entirety.

I trust you know me well enough to need no assurance that to me personally the omission of any reference of a favorable nature in connection with this work is something that is not of concern one way or the other. I have the satisfaction of knowing, as you know, that had I not done what I did, both in New York and in Colorado, not only would there have been no contribution from the Foundation, but the State of Colorado Committee on Unemployment and Relief would itself have never come into being. If matters could be left there, I should be entirely satisfied; but what I fear now is that when the campaign comes on, instead of the references as at present in this report being a help to me, they will prove a positive injury.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

My friends will, of course, try to indicate that my work in Colorado has been of service to the miners there. My opponents will take this report and before the public draw from it, in the form in which it now appears, the inference that I have been seeking to arrogate to myself credit which the people of Colorado would be unwilling to give.

This aspect of the report has, I am sure, never presented itself to anyone of the three gentlemen who had to do with its preparation, all of whom, I feel perfectly sure, would have been only too ready to have accorded some reference which might have been helpful, and I hope justified, had they thought such a reference could serve a useful purpose. Mr. Reed, I recall, showed me the report before it was formally presented, and had I really been personally ambitious in the matter one way or the other, I might then easily have asked, through yourself or another, whether a slight reference to the interest, the time, and the trouble to which I have gone in this matter, could not be inserted. In my own report to the Foundation, I went out of my way to see that the State of Colorado Committee on Unemployment and Relief got the whole credit for everything, and that any part of my own work, which has been much more extensive than you can imagine, should be left to inference. So you see that if others wish to do so, they might even use my own report to the Foundation as an evidence that my own part in this phase of the Colorado situation had amounted to nothing.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Again I repeat, it is not the question of credit one way or the other that I care a particle about. I do not wish, however, that my political chances should suffer unduly through an attitude that was wholly generous, if it is possible to avoid this. There is a very big work ahead to be done in this country, and every day makes me see more clearly wherein my life in some measure must be related to it. That is why I turn to you at the moment as a friend for assistance in this particular, if any such is possible.

The report has been presented to the Governor, and it might seem that that being the case it was now too late to secure the insertion in it of a paragraph which would make special mention by the Committee of my services to the State and the miners as the representative of the Foundation, working in co-operation with it, first, in securing the aid, and secondly in developing the plan of relief which was worked out. On the other hand, the report is not yet printed. At the moment, the Committee is arranging for the printing which I understand the State has authorized, and the volume when given to the public will contain many views as well as the report and correspondence. Some of these views have still to be secured, so that the full contents of the volume are not as yet completed.

Under the circumstances, one of two courses has seemed to me possible, should the Committee care to adopt it and feel that it was merited. One would be to ask the permission of the Governor, before the printing takes place, to include in the report a paragraph along the lines suggested.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

The other, and I think the preferable course should they be agreeable to it, would be for the Committee itself to take advantage of the recent correspondence which the Secretary has been having with me on the matter of the form of getting out the report, its pictures, etc. , etc., to send me an official letter over their own signatures expressing on behalf of the State their appreciation of the services I had rendered the Committee in helping to secure from the Foundation the contribution which it had made, by advising the Committee of the method of procedure, etc., the assistance I had given in perfecting the plan of relief, and in particular in making sure of every cent of the Foundation's money finding its way into the homes of the needy miners, and finally in assisting the members of the Committee individually and collectively by suggesting and activity in a variety of ways - I do not throw out these headings as more than suggestive. This letter could then be printed along with the Report itself. I have not the least doubt that if the Committee would ask Governor Carlson if they might, in writing me, refer to his own appreciation of the disinterested service I had sought to render the State at that particular crisis, Carlson himself would be the first man to ask the Committee to use his name in this way.

Naturally it causes me some embarrassment to make suggestions of this kind, and I must beg of you again to regard this matter as wholly personalyand confidential. If I were not quite sure that Mr. Rockefeller and others connected with the Foundation would see no objection in this amount of personal

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

recognition being given myself for my part in the work, I should not think of suggesting a thought of it; but you know quite as well as I do just how Mr. Rockefeller himself feels concerning my part in this work, and I venture to say that, if the Committee of its own accord were to take advantage of this opportunity of printing the report to send this letter, he would be the first to express his appreciation of their action. Were it likely to detract in the least from the Foundation and its part in the work, or from the State of Colorado Committee and its part, I should not think of suggesting anything of the kind; but I am sure you will agree that, instead of having this effect, it would be looked upon by the general public as a real courtesy, and one which, being extended to a citizen of another country, was perhaps in good taste as well as considerate.

Do you think you would feel free to take up this matter with, say, Mr. Radford. He will appreciate, knowing more of the early circumstances than the others, just why such action on the Committee's part might be deserved, and I have no doubt he would be glad to take the matter up further with Mr. Reed and Mr. Alexander, and that nothing more than the suggestion would be required to have it acted upon in a way which would be very helpful. A letter of the kind I speak of signed by these three gentlemen would be something which personally I should greatly prize as a lasting memento of my association with them in this work. Being an individual document, short and to the point, it could be readily printed in a campaign if I were

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

attacked along the line suggested, and it might make just the difference between my election and my defeat. I am sure that if the members of the Committee consider this aspect of it, they will be glad to help me at least to the extent of seeing that I do not suffer politically in Canada in consequence of the services I have tried to render Labor and industry in Colorado.

If neither of the courses I have mentioned should seem justifiable to the Committee, perhaps it would be willing to reprint a resolution of the Trinidad Chamber of Commerce passed at the time work was being carried on in the Trinidad district, and which contained a very kind reference to myself along with references to the Foundation and Mr. Rockefeller. That is a document which might well be included as an exhibit, whether either of the other suggestions is acted upon or not. Two or three of such resolutions have been formally passed, and I should think an insertion of them in the printed report, merely descriptive of what they are, would be wholly appropriate and would not necessarily implicate the Committee itself one way or the other.

In conclusion, let me again say that, writing to you in this manner as I do, purely in a personal way and as to a very intimate friend, I hope you will safeguard this confidence, and when you have finished with the letter have it destroyed, that others may not come to know of it. There is nothing other than that is strictly honorable and fair in what I am writing,

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

as I am sure you will agree, and it is not for fear of disclosure of anything improper that I am anxious to have this letter and its contents confined to you and me - and Mrs. Welborn, whose judgment along with your own I should deeply value in determining any move one way or the other. Of course, if you feel the slightest embarrassment in speaking to Radford, or in having anyone else speak to him, or to Mr. Alexander or Mr. Reed, do not for one minute hesitate to let me know, and do not make a move one way or the other. I shall wholly understand. Also, I shall understand if, should you move in the matter, nothing results one way or the other. But what seems to me the fairness and squareness of my action in view of the circumstances I have mentioned, causes me little or no hesitancy in bringing them to your attention, for I know it has been only a very natural lack of appreciation of the circumstances which are so remote that has led to no references other than those which I have indicated being made in the report.

Just in case members of the Committee may have forgotten one or two salient features or may feel embarrassment in approaching Governor Carlson for the consent to the use of his name, there would be no harm in having recalled to their minds the circumstances which you and Mr. Herrington will remember, that it was my own assurances to you and Mr. Herrington as well as to the Governor, which led to the Committee being formed in the first instance; that I was present with the Governor and actually helped in the

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

drafting of the document appointing the Committee, and as I remember, suggested its designation; that in addition to telegraphing the Foundation, along with Mr. Herrington and yourself, in the strong terms in which we did, I myself drew up in advance the letter the Committee sent to New York in which they made application. I also gave assurances as to the advance the Foundation would make before the Foundation itself had considered how monies were to be paid over. On more occasions than one, I interviewed officials at the request of the Committee, and I assisted in drafting the various regulations under which the Committee worked. I gave altogether at least the equivalent of three weeks time to the Committee's work, in one form or another. Indeed, I think I gave more than this, when I recall the time spent in going with Mr. Radford over the ground, in planning work at Berwind, in visiting Boulder, etc., etc. I have asked Mr. McGregor how extensive he thinks the correspondence involved in this work, the preparation of reports, etc., has been, and he gives me an off-hand estimate of a couple of thousand pages of typewritten matter.

Whilst in time and volume of work there has been enough to merit some recognition, the service rendered the State and the Committee in safeguarding in a multitude of ways different features of this whole transaction is, I think, something of which the Committee, if it stops to consider the nature of the services rendered, might well take account.

Thanking you, dear Welborn, for any trouble you may

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

take in this matter, and with the best of wishes to Mrs. Welborn and yourself, Believe me, as ever,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30911

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

Thursday Feby tenth
FEB. 10th (1916)
9.c.

Dear King

Yours long letter came yesterday morning but I didnot get to read it until evening - Then I started to wire you but on second thought and after I had phoned the message to Western Union Ada and I both thought it unwise to trust our guarded thoughts to the wire so I called up and cancelled the message.

What you suggest and more should have been done long ago and I blame myself for not having

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

to it that some recognition was given to your tireless and valuable efforts and results

My appreciation of all that you have done for me is actually strong but I fear I always manifest my feelings solely or mainly in silent thoughts.

I shall see Radford here Saturday and in meantime will have a word with Alexander.

Rest full that the friendship between us is strong enough for you to call upon me for anything I am capable of doing.

This is written hurriedly and I will write more later — cannot trust anything on this subject to a stenographer

Sincerely yours, J. F. WELBORN

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

20913
Rockefeller Foundation

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

February 11, 1916

Dear King:

You are doubtless familiar with the telegram sent by Mr. Rockefeller advising me that you are in New York and will remain over until Monday or Tuesday in order to see Hicks. I am very glad you are going to do this, for there are a number of questions in connection with the adaptation of our Representation Plan to the Steel Works which we very much desire to have an opportunity of discussing with you.

We have decided to go to Florida on our trip, and I hope we can get away from here either the 25th or 26th of February, though we may not leave until the afternoon of the 27th.

It seems probable now that we will go by way of Chicago and spend one whole day there. I don't need to tell you that a visit with you at Chicago would be most agreeable, and if it should seem desirable to you, Mr. Rockefeller, or both, that we should discuss any matters relating to the Plan in the near future, you would perhaps find justification for meeting us at Chicago.

I don't want our desire to see you, however, to influence you in making the long trip from Ottawa to Chicago unless there is ample justification for it.

Sincerely yours,

J. F. WELBORN

Mr. W. L. Mackenzie King,
℅Hotel Biltmore,
New York, N. Y.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30914

Rockefeller Foundation

February 15, 1916.

Dear Mr. Welborn:

Mr. Rockefeller has, I think, written you as to the possibility of your coming via New York on your way to Florida. Should you decide to do this I would be very glad to arrange to be in New York at the time you and Mrs. Welborn are here. I spoke to Mr. Rockefeller of your suggestion of the possibility of our meeting in Chicago, and he is, I think, wholly agreeable to this, in the event of your thinking it better for Mrs. Welborn's sake to take the shorter and immediate route to Florida, without coming on to New York first; but if, however, the additional journey and stop over in New York is not likely to fatigue Mrs. Welborn, Mr. Rockefeller would, I know, like to discuss with you certain features pertaining to the by-products of the fuel industry, and advantage might be taken of your visit here in that connection for all of us to have a talk together over the developments of the last few months.

Will you please send me word, to the Roxborough, Ottawa, when your schedule of dates is arranged, and let me know just what you finally decide to do. If it be to come on to New York, you may count on my being here to meet you both at the time of arrival; otherwise, I shall endeavor to arrange to be at Chicago. Please let me know which hotel you may decide to stay at here, and I will arrange for accommodation at the same place. I am delighted to think there is a prospect of all of us meeting again at so early a date.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Mr. Hicks is expected in the city this morning, and I am looking forward with great pleasure to discussing with him the different matters he has in mind.

With kindest regards to Mrs. Welborn and yourself, believe me,

Yours very truly,

WLMIC.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30916

Rockefeller Foundation

Ottawa, February 18, 1916.

Mr. J. F. Welborn,
1065 Logan Street,
Denver, Colorado.

My dear Welborn:

Your many kind letters of this month deserved special acknowledgments, and would have had them but for the circumstance that I have been in New York for ten days past, and you know how difficult it is to write while there.

You have been far too generous in the way in which you have referred to any part I have had in the affairs of the Fuel Company. At the same time, I do appreciate much more than I can say, the knowledge that to you not less than to me the friendship between us has meant something, and that, however much any little service I may have rendered may have become exaggerated in your own thought, there is nevertheless the feeling that I have helped along rather than helped to muddle a situation.

As I am looking forward to the great pleasure of seeing you and Mrs. Welborn before the end of the month, either in Chicago or in New York, I shall wait until then to speak concerning much of which I otherwise should write. I told Mr. Rockefeller that if you found it was going to be possible

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

and advisable to come on to New York, I would also come, but the understanding was that I should look after Mrs. Welborn while he looked after you. He was agreeable to this, so long as there was to be a chance of seeing you both, and that is the understanding as I left it when I parted with him yesterday. If for any reason you feel that it would be better for Mrs. Welborn not to come to New York before going south, by all means do not hesitate to let Mr. Rockefeller know. He will fully understand, and in that event I shall gladly go to Chicago to see you both instead of going to New York. There are so many matters to talk over, and I have so strong a wish to see you both again that it is a great pleasure to be anticipating this journey, and I am waiting now only to hear from you definitely as to the date and place of our meeting.

With kindest regards to you both,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30918

Ottawa, February 18, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

-- I enclose a letter from Hon. W. S. Fielding, former
-- Minister of Finance in Canada, together with a communication referring to Mr. J. H. Cunningham which speaks for itself. I know nothing of Mr. Cunningham other than what has been told me by Mr. Fielding in his letter, but I know that Mr. Fielding is not a man who readily gives testimonials of character, and I should feel that any communication coming from him was worth much more than a similar document from many another.

Please do not feel that because I forward these communications I wish you to consider them one way or the other. They may be of service, but if they are not, my purpose in forwarding them will be equally well met. I spoke to Mr. Rockefeller, Jr., and he suggested my sending on the communications to you.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30919

HOTEL ORMOND
ORMOND BEACH
FLORIDA

Friday (MARCH, 1916)

Dear King

We had rather a tiresome and monotonous trip down arriving an hours late at 8.30 Tuesday morning.

There was nothing but trees swamps and shiftless darkies to see from the Car Window and during afternoon it was very hot and dusty

Its pleasant though, since that it was quite cold Wednesday and Thursday except

Its rather warm this

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30920

[redacted]

HOTEL ORMOND
ORMOND BEACH
FLORIDA

morning and M has been
lying about on the beach
for an hour or so.

I am sure that this
kind of weather and surround-
ings will soon commence
to build Mrs Wilson up
though I feel that she
lost ground between New
York and here.

The Hotel is full of
people and while some
are leaving every day new
ones take their places

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30921

HOTEL ORMOND
ORMOND BEACH
FLORIDA

We wish you might be here not only selfishly but because we are sure the restful place would be helpful to you - Then there are a few young ladies here- two of the Murphy girls besides three of Bro. Gates daughters and some others

Our being with you again in Newyork was a great pleasure and we have both spoken of it a number of times - The

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30922

HOTEL ORMOND
ORMOND BEACH
FLORIDA

value of your friendship
is appreciated more than
my attitude may always
make apparent to you and
it is my earnest hope
that circumstances will make
it possible for me to con-
tinue to seek advice from
you concerning business
matters

Mr. Rockefeller is showing
that interest in our Welfare
which illustrates the con-
sideration for others so

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30923

HOTEL ORMOND
ORMOND BEACH
FLORIDA

characteristic of the family
M will be very glad to
hear from you whenever
you have the time to
write after starting this Ada
came along and M went in
to luncheon- Now she
Mr. R and some of the
others from N.Y. are taking
a rest after which M are
to go for a motor ride with
Mr. R Sincerely
A Nelson

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30924

Mackenzie King

March 15, 1916.

My dear Welborn:

I was very pleased to receive at noon yesterday your kind letter of Friday, and to know that you and Mrs. Welborn had reached your destination safely, and at the time of writing had more or less overcome the fatigue of the journey and were enjoying the rest and charm of Ormond Beach.

I cannot tell you the pleasure it gave me to be with you both in New York. It was so much a holiday that I felt it necessary to write Mr. Rockefeller, Jr. on Sunday and express to him the hope that he would not feel that my exuberance of spirit on occasions such as these were any indication of my permanent attitude towards life or my appreciation of the real purpose of it. Somehow, I find a real contagion in sharing enjoyment with agreeable spirits. It is well that on the long journey through life, opportunities for such companionship present themselves, for much of life is like the stretch you experienced between New York and Florida: it has its trees and swamps and shiftless darkies.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am sure that you will find Mr. Rockefeller, Senior, great company, and that the Miss Murphys will help to add to the enjoyment of your visit. I have not the pleasure of knowing Mr. Gates' daughters, but have no doubt that they too will help to provide all you both need in the way of agreeable company.

I hope Mrs. Welborn received all right the books I failed to return before leaving the Hotel. I never saw time pass more quickly than it did during the few days of this last delightful visit, and as usual the end came with a number of things undone, among others the return of these books at the proper moment.

I need no assurances of what your friendship means. Fortunately, we understand each other too well not to be able to say anything we think or to reveal any feeling we have without fear of misunderstanding. That alone is the basis on which friendship can be made enduring, and where confidence is what it is between us I believe that eternity itself could not shake it.

I hope you will both enjoy your holiday to the full. Take my advice, and remember that holidays, like all the best things in life, do not come too often or when they may be most needed or desired. Make the best of the period of rest you have at the present. The time spent in this way will be an investment in health and spirits which will be to the good all your life.

With the best of wishes to you, Welborn, and Mrs. Welborn, Believe me always,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

March 24, 1916.

My dear Welborn:

Excepting when I unboxed my Christmas gift from Denver, I do not recall having had so delightful a surprise for many a day as came yesterday with the arrival of a box of choice fruit from Florida. On opening the box and being confronted with its expression of your generosity, I felt transported in a moment to the orange groves the sunshine and fragrance of which you and Mrs. Welborn have been enjoying, and which I assure you came in full measure along with your bounteous gift. Really it is more than kind of you both to have allowed me to share not only the beginning of your vacation, but part of the feast of the middle of it, and I cannot tell you how much happiness the knowledge of your thought of me amid your present enjoyments has brought.

It so happened that last evening I had one or two friends dining with me. I arranged that the meal should begin with a portion of the grape fruit placed before each of the guests. The evening was one of the few I permit myself in the course of a year, and one of the very few that

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

seemed to pass off in a gratifying satisfactory way. I can attribute the success of it in this respect only to the grape fruit at the beginning and the oranges at the close.

With the quantity you have sent me, I am debating now whether I shall not arrange a series of dinners and invite all my friends, or whether I should not, as I probably shall, arrange with a storage company to assist me in preserving my portion and enjoy it selfishly over the greater part of the year. Really, Welborn, it is more than kind of you to have this beautiful gift sent, and I thank you and Mrs. Welborn much more truly than any word which this letter may be able to convey.

Please tell Mrs. Welborn that I received her welcome and delightful letter. I shall write her this Sunday. I intended to do so last, but was prevented through a friend of mine coming from Montreal to take the services at one of the churches here, and since Sunday I have not had any chance in the evenings to write. Though I have not written, you have both been very much in my thoughts. I am still hoping that the chance may come to see you in New York on your way back or, what will be better still, to see you here if when the moment of your return comes you feel that time and health will permit of the additional journey.

With all good wishes, and again with thanks, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30928

FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

#1231

142 MO A 25

BI NEW YORK NY 8

318

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

LEAVING TOMORROW MORNING TEN OCLOCK PITTSBURGH WILLIAM PENN HOTEL MONDAY AND POSSIBLY TUESDAY CHICAGO BLACKSTONE PROBABLY WEDNESDAY HAVE HAD VERY ENJOYABLE AND SAAISFACTORY STAY HERE

J F WELBORN.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

you have least reason to be dissatisfied with what you have done with what you are doing or with the outlook -

I fear the grind of matters connected with Colorado has gotten on your nerves

It did on mine just before I left home and the first thing I knew I had not only about

30929 April 1916

Welburn

THE BILTMORE
NEW YORK

Tuesday Night

Dear King

We have wished we could be with you tonight to help to make things look a little brighter than they apparently did when you wrote Saturday.

It is not like you "old man" to be depressed and of all the men I know

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

lost confidence in myself
but was almost doubting
the faith of some of those
whose respect I value so
much, in me

One of my associates who
has watched me and born with
me ~~for years~~ noticed a change and
spoke to me about it stating
that I must be worrying as
I seemed at times pessimistic
which ~~was~~ had before been
unusual-

I came to and within a
day or two received a couple
of letters that were very
stimulating and have seen
nothing but bright clouds
ahead since

30930

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30931

THE BILTMORE
NEW YORK

This afternoon I read
your interpretation of certain
phrases of "the Plan" to
Mr. Lord - afterwards
I read your letter and
could only think how
well satisfied and proud
& myself I would be
if I could write such a
document

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I wont let her read
this but my refusal has
caused no serious
difference between us
Ada has just said
"fine it is really splendid"
With very good wish for and
deepest interest in what
concerns you
Yours friend
L. Wilson

I wont attempt 30832 to write
more though I am
thinking a great deal
and we have talked much
tonight about you.
I am optimistic and
sure that you are already
feeling much better
Ada is brushing her
hair reading your
memo to Mr. Lord and
says "cheer up"

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30933

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

New York, April 2, 1916.

Dear King:

Your letter of the 24th ult. sent to Florida was forwarded to Washington and received there by me before we left.

I am very glad, indeed, that the oranges and grape fruit arrived in good condition. We enjoyed them very much while we were in Florida, even more than we ever have here or at home, yet I doubt if those served at the Florida hotels are any better than one can obtain in New York; in fact, I imagine the choice fruit comes to this market.

We had a good quiet time in Florida, yet I think are enjoying ourselves more here. We miss you very much, and as we will be here until Thursday, and possibly Friday, I am still hoping that something will develop that will cause Mr. Rockefeller to want to see you this week. He told me on Thursday, however, that he had to serve on the Grand Jury commencing tomorrow and would, therefore, be unable to give all of his time to his office, so that I imagine nothing except some unforeseen important development will bring you here.

I am finding a lot of miscellaneous things to do in New York, and am going to take enough time here to clean them all up. I know of nothing now that will bring me back here in the near future, and yet I think it probable I will come down in June before Mr. Rockefeller and others go away for their summer vacations.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

During my absence of five weeks from home business has continued to come in in as great volume as it had for the last month or so before I left, and I regret that we have not an elastic capacity that would enable us to get the maximum benefit from the abnormal demand, which, to my mind, cannot last very long, though in the absence of a panic or some unusual slump we ought to have a very good fiscal year ending June 30, 1917. In fact, practically our entire rail capacity up to that time, or for fifteen months ahead, has been sold; and in other lines we have sold almost all that we can make for the remainder of 1916. I have been perfectly contented away from home, and am sure I would have been even though business had not been coming in so satisfactorily, for I have every confidence in the other officers of the Company to handle matters to the best possible advantage in my absence. I have realized, too, since I have been away and have been out of intimate touch with the details that it is no more than fair to those charged with certain responsibilities, very little less than my own, that I should get out of their way, so to speak, once in a while and give them an opportunity to take care of their work and the complexing questions that may arise without feeling that they should appeal to or consult me.

I appreciate very much your invitation to return home by way of Ottawa, and wish we might do it, yet the best we can do now, going direct to Denver from New York, we will have been away from home six weeks, and I can hear the children and the farm, as well as business, calling.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

That we will meet you in your own country some time, however, I am sure, and hope the time will not be far off.

With very best wishes,

Yours sincerely,

Mr. W. L. Mackenzie King,

The Roxborough,

Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Ottawa, April 5, 1916.

Mr. J. F. Welborn,
The Biltmore Hotel,
New York.

My dear Welborn:

As I shall probably not get down to New York to see you and Mrs. Welborn before you leave, and as there is no chance of our meeting each other here or at some other place along the route, I feel I should like to send this further line just to thank Mrs. Welborn and yourself again for the letters sent me while on your vacation, and also for the fruit, both natural and crystallized which you have sent in such abundance that I have still an ample store on hand. You do not know what pleasure these generous remembrances have brought, nor how they have helped to enable me to share with you both some of the pleasures you are enjoying.

I was glad to learn from a letter Mrs. Welborn had sent me that she was on the look-out for a sun dial and stone bird-bath to take back to Colorado. I know from the great pleasure the bronze head I have has been to me and my friends, that you will always be glad if as a part of your vacation you take back a souvenir which will be a lasting

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

reminder of the pleasure of it. A sun dial in your garden, if it were of the old-time stone variety, would, I believe, give Mrs. Welborn and yourself through months and years to come greater delight than you can now imagine. It will always be a joy in itself, and it will always be associated with the happy memories of the present. Take my advice, and if you have not secured what you are after, don't return until you have.

I am getting along slowly but surely with my studies and begin to see the work assuming its proper relations, if not proportions. In writing a book, as in everything else, the planning, as you know, is the most difficult and important part.

Give my love to your little children when you return, and remember me most cordially to all my friends of the Fuel Company, as well as to others whom I had the pleasure of coming to know while in Colorado. Especially do I wish you would convey my sincerest thanks to the members of the Colorado Committee on Unemployment and Relief. I enclose a copy of a letter I have just received from them. Nothing could be more cordial, and nothing more helpful should I, as I expect, be criticized for my association with the Foundation and its work when a campaign comes on. While I am grateful to the members of the Committee, you know without my expressing them

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

what my feelings are towards yourself for all your kindness in this connection.

I hope you and Mrs. Welborn will have a safe journey home, and find everything as you wish it upon your return. I hope still more that through the year you will feel vast benefit from the holiday you have enjoyed.

With all good wishes,

Ever very sincerely yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30939

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

New York, April 4, 1916.

My dear Mr. King:

I enclose herewith a clipping from yesterday evening's Wall Street Journal quoting part of a letter from President Underwood, of the Erie Railroad, to one of his oldest engineers.

It is interesting to me as showing a willingness on the part of a high railroad official to put the company's case before its employees, and besides, seems to me to be a decidedly strong and defensible argument.

Yours very truly,

J F Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

UNDERWOOD ON ERIE SECOND TRACKING AND WAGES

ERIE'S WORK OF DOUBLE TRACKING LAST STRETCH OF SINGLE LINE BETWEEN NEW YORK AND CHICAGO

Demands of Unions for Eight Hours Came Almost Simultaneously—Philosophizes on Need for New Capital and on Labor's Position—"Federation Good Thing for Fellows Who Have Not Much to Federate"

Work of completing the second track improvements on the Erie Railroad between Lomax and Griffith, Ind., is now under way. This improvement consists in the construction of 36 miles of second track, and the reduction of the present ruling grades, 26.4 feet per mile (0.5%), to 10.5 feet per mile (0.2%) westbound, and 15.8 feet per mile (0.3%) westbound. The work will cost $2,000,000.

In carrying out this improvement 10.59 miles of the present single track are abandoned, and a new double track line constructed about 43 feet north of the present line. The work includes the construction of three new westbound passing sidings, having a total length of 2.71 miles, and five new eastbound passing sidings, having a total length of 4.51 miles.

Three westbound passing sidings are extended so as to hold 100 car trains, and one eastbound passing siding is similarly extended. Road crossings are carried over or under. Automatic signals will be installed as the work progresses. Over the Kankee river a concrete pile solid deck bridge, 316 feet long, will be built. The work is scheduled for completion by December 1, 1916.

This improvement will complete the second tracking and grade reduction of the entire Erie Railroad between Jersey City and Chicago.

In connection with this work and the almost simultaneous presentation of demands by the four labor unions on the Erie Railroad for increased wages, President Underwood has written a letter to John Wonderly, one of the oldest, best known and most influential engineers on the Erie system.

In part President Underwood says: "Before this you may have noticed that we are starting on the double track so that it will not be many months before the men of the Erie Railroad will be running on a double track line the entire distance between New York and Chicago and my work of the past fourteen years will be nearer completed than ever.

"I am watching with much interest and wonder the attitude of the Erie men toward the approaching negotiations for increased wages; whether men who have worked long and faithfully and own homes are shortsighted enough to dissipate their savings and use up their surplus, laid by to provide for the future, for an impossible cause. By an impossible cause is meant time and a half for overtime on regular runs. I have never thought it wise in dealing with wage questions for the men to ask for more than they expected to get. The payroll makers must have some consideration and the ability to pay is the principal factor in the situation which labor sometimes ignores.

"Neither the public nor the railroads will stand for time and a half for overtime and no measure can win which has the united opposition of the public and the railroads. There should be assigned hours of work at agreed rates to fit the case. Men should be paid, hour for hour, for every hour they make and in unusual cases, perhaps, they should have bonuses. For instance, when working in wrecks or in bad weather.

"Federation is a good thing for the fellows who have not much to federate. It is a fine thing for an air brake brakeman or an operator who can learn the business in six months, or less, to federate with engineers or firemen who serve long apprenticeships and are indispensable.

"You recall the old story about the two men who went into partnership business. One had money, the other experience. One swapped his money for experience and the other his experience for money. This might apply to engineers who federate with men who have little experience. They are giving too much odds. Hence the scheme of federating all classes of labor is Utopian.

"Railroads never earn money enough to purchase cars, engines build second track or do any of the permanent things you see done. They are continual borrowers of money and it is essential that they keep this borrowing credit good; that more loans can be made as the need for improvements develop. In this the men have a vital interest. Railway credit is impaired and improvement work stopped by reason of the continual wage disputes that hang over the roads.

"The men of the Erie Railroad should wait at least eighteen months before making any demands for increased wages. In that time the double tracking will have been completed and the real earning power of the Erie shown.

"It is not so long since the yard tracks were full of cabooses, and round-houses full of idle engineers. Engineers were firing locomotives. Conductors were braking trains. In six months all this was changed, and the Erie has a few months of 'fat' which it is now largely asked to give up. It is not fair to the company. Do not mistake the prosperity of the past six months for permanent prosperity. Do not confuse war profits and temporarily stimulated employment in other lines of business with permanent railroad service.

"No labor union or labor agitator ever puts up the money for a payroll. The end of every dispute is, the men must fall back on the company's payroll on some basis and not on misguided leaders. It is time for the conservative thinking, home-owning men to take a hand in the matter as against hotheads. It is better to have permanent work on a railroad that is in position to maintain a high standard of excellence than to work on a road where wages may be higher. but the conditions inferior.

"The Erie has borrowed large sums of money and expended it on the property. One of the things accomplished is to give more men work. It desires to borrow more money to make other improvements which will result among other things in more work under better conditions. The company's credit is rising. Do not lend a hand to weaken it. The time is not far away when the Erie will not need to ask favors. Now it has one to ask, which is, let present schedules stand for a year and a half. Then seek an advance. If an agreement cannot then be reached, arbitrate—not with a political or ill-posted board of arbitrators—but one created from the men and their officers."

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY
DENVER, COLORADO

April 21, 1916.

My dear Mr. Rockefeller:

I have yours of the 18th inst., with the accompanying extract from letter of Mr. King. I heartily endorse Mr. King's views, and have no doubt Mr. Weitzel will after he has read and considered them carefully. I believe the better way to handle the matter, however, will be for you to write Mr. Weitzel direct, stating that you are sending me a copy of the letter.

While I quite agree with Mr. King's view that it would be undignified for one of the officials of the Company to follow an organizer around the camp and attend all of the meetings he addresses, it would be difficult to know what charges to answer unless some official of the Company, or a person representing him, attended the meetings. Inasmuch as Mr. Weitzel and Mr. Matteson are almost constantly moving about among the mines, there would be no special significance in their visiting camps at the same time someone from the outside might be there. In fact, they would probably have to arrange especially to avoid reaching a camp when some stranger was there. Do you think that the attendance of Weitzel, Matteson or Thomas at some such meetings as are contemplated--perhaps not all of them-- and the addressing of the men in event untrue charges were made against us, providing they avoided following the stranger about, would

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

be objectionable? It is very apparent to me, as I am sure it will be to Mr. Weitzel, that frequent addresses by himself and other officials to the men on a variety of subjects would be desirable, in fact, we are rather working to that end through the conferences being held with the representatives and the meetings with the committees, yet with the numerous duties of the mine manager and his assistants it is not always easy to find a place to work in a meeting, unless there is some particular reason for it. At the same time, I realize that the oftener we can meet the men, without special reason, the less urgent necessity there may be for meetings.

I assure you I will be perfectly satisfied with whatever you may write Mr. Weitzel in transmitting the document you sent me.

I have destroyed your letter and am keeping no copy of this.

Yours very truly,

J. F. WELBORN

Mr. John D. Rockefeller, Jr.,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30943 FORM 1 U/T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

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W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

STEEL WORKS EMPLOYES YESTERDAY AND LAST NIGHT BY VOTE OF TWENTY THREE HUNDRED TWENTY FOUR FOR AND EIGHT HUNDRED SIXTY THREE AGAINST ADOPTED REPRESENTATION PLAN

J F WELBORN.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30944

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Ottawa, May 6, 1916.

Mr. J. F. Welborn.
The Colorado Fuel and Iron Company.
Denver, Colorado.

Dear Mr. Welborn:

I am delighted with the result of the election on the Industrial Representation Plan at the Steel Works. Coming as the vote did after the Plan had been in active operation for more than half a year in the coal mines, and after the opportunity afforded in this way as well as through The Bulletin and through the discussions of the officers of the Company with the representatives at the Steel Works and the submission of the Plan to the employees for some days before the vote was taken, the outcome is a conclusive verdict as to the Plan itself and the conception the employees have of the spirit in which it will be administered.

I truly believe that in the whole-hearted way in which you and the other officers of the C. F. and I. Company have thrown your energies into making this experiment in ~~real~~ industrial democracy a real success, Time will show that you have done more even for the production of industry in the United States than may be possible in the total output of the mines and steel works for many years. Indeed, it is quite impossible

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

to say just how far-reaching the success of this Plan in the several industries of the C. F. and I. Company may be.

I hope you will extend my congratulations particularly to Mr. Hicks and Mr. McKennan, as I well know with what great care they have considered and worked out the many features of the adaptation of the Plan to the Steel Works, and the steps incidental to its acceptance by the large vote of yesterday.

I presume that the vote against the adoption of the Plan was occasioned more by the terms of the contract than by any features of the Plan itself. There were bound to be many men who would like to have insisted upon some change in wages at the present time, and who might feel that a vote against the Plan was a way of indicating their views in this particular. Then, there are always a number who, no matter what proposition is presented, are sure to oppose it, and there are still others who through ignorance and suspicion, fostered by class prejudice propaganda, can conceive of no spirit of fair-play in industrial relations. All of these have doubtless been factors in accounting for some of the votes against the Plan. If you have any ideas on this phase of the result, I should be glad to have them confidentially from you. Also, I should ask you to please regard this communication as personal and confidential, excepting as regards Mr. Hicks and Mr. McKennan and any of the others who have been associated with you and with them in achieving this result in so satisfactory a manner.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

See Mackenzie's reply
Nov 28-19.6
— 38. 0. 1
Red Bulletin

30946

Mr. Hicks will have told you that I was delighted with the last "Bulletin". The only criticism I have to make of it that I think it would have been better had the plan of the making of a model mining camp - which, by the way, is an excellent feature of the number -- appeared on the back of the sheet which contains the picture of the Dispensary in course of erection at Primero, instead of upon the cover of the "Bulletin". There are two reasons which make me prefer this place to the one selected: First, I do not like the blank white sheet at the beginning; that space looks too valuable to lose altogether - I imagine Mr. Lee would agree with me in this. Secondly, and this is the really important reason, when the "Bulletin" comes to be bound in book form, which I hope will be the case after the completion of several numbers, the covers will be removed and destroyed. A blank sheet appearing in the centre of a volume will look strange; also, the model mining camp plan will be lost out altogether. I think these are features worth keeping in mind. The important thing to remember at the moment is that you are not only doing a splendid work in the promotion of confidence and good-will, but you are also making industrial history, the record of which is likely to be of service to Labor and Capital over large areas and over a long period of time.

Again with heartiest congratulations,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30947a

The Great North Western Telegraph Co.

OF CANADA

It is agreed between the sender of the following message and this Company, that said Company shall not be liable for damages arising from failure to transmit or deliver, or for any error in the transmission or delivery of an unrepeated telegram, whether happening from negligence of its servants or otherwise, or for delays from interruptions in the working of its lines, for errors in cypher or obscure messages, or for errors from illegible writing, beyond the amount received for sending the same.
To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate, and in that case it shall not be liable for damages beyond fifty times the amount received for sending and repeating.
Correctness in the transmission of messages can be insured by contract in writing, stating agreed amount of risk, and payment of premium thereon at the following rates, in addition to the usual charge for repeated messages, viz.: one per cent. for any distance not exceeding 1000 miles, and two per cent. for any greater distance.
This Company shall not be liable for the act or omission of any other Company, but will endeavor to forward the telegram by any other Telegraph Company necessary to reaching its destination, but only as the agent of the sender and without liability therefor. The Company shall not be responsible for messages until the same are presented and accepted at one of its transmitting offices; if a message is sent to such office by one of the Company's messengers, he acts for that purpose as the sender's agent; if by telephone, the person receiving the message acts therein as agent of the sender, being authorized to assent to these conditions for the sender. This Company shall not be liable in any case for damages, unless the same be claimed, in writing, within sixty days after receipt of the telegram for transmission.
No employee of the Company shall vary the foregoing.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

DIRECT CONNECTION WITH WESTERN UNION TEL. CO. CABLE SERVICE TO ALL THE WORLD.

CUSTOMERS' TYPE-WRITER BLANK.

Sent No.	Sent By.	Rec'd By.	Time Sent.	Time Filed.	Check.

Send the following message, subject to the above terms, which are hereby agreed to.

Ottawa, May 8, 1916.

Mr. J. F. Welborn,
President, Colorado Fuel and Iron Company,
Denver, Colorado.

Was greatly delighted with outcome at Steel Works. Sorry to learn today of omission in sending telegram dictated at time. Hope not too late to extend best congratulations to all.

Mackenzie King.

Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30948

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

May 9, 1916.

My dear Mr. King:

I am enclosing a clipping from the Trinidad Chronicle-News concerning the setting aside of a tract of ground for amusement purposes for Trinidad people; also clipping from the Trinidad Picketwire concerning the increased school facilities that we have arranged for at the coal camps.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30349

Trinidad Chronicle-News May 8. 1916.

C. F. & I. CO. WILL THROW OPEN 40 ACRES AT STONEWALL AS TOURIST CAMPING AND FISHING GROUND AND PUBLIC PARK

Will Erect Fence and Arch. Chamber Commerce Approves Plan. Names Committee to Formulate Rules. Good Roads Movements Are Being Advanced. Some New Projects.

Forty acres of land at Stonewall ,adjoining the wall, and which is familiarly known as the old GysinPlace will be open to the people of Las Animas county and all the world as a tourists' camping ground public park and fishing ground by the C. F. & I. Co. and the dream of the good boosters of this community is to be realized. The directors of the Chamber of Commerce met this morning to consider the communication from J. F. Welborn and S. G. Pierson in which these officials announced the attention of the company to open the Stonewall country to the public.

The C. F. & I. Co. wil do more than thrown open the forty acres The company will erect a substantial wire fence to enclose the park and erect a beautiful gateway or arch. The Chamber of Commerce will employ a caretaker and give a name to the park. A set of rules are to be formulated which will govern the use of the park by the public. This committee is composed of F. C. Farquharson, W. W. McHendrie and I. F. Beauchamp.

For many years there has been a movement for a tourists' camping ground and the C. F. & I. has always manifested a willingness and a desire to co-operate to this end. Announcement is made that the stream within the park limits is to be stocked with 100,000 fish fry and later on an additional 100,000 fish put in. The Chamber of Commerce will get busy at once thru its committee to formulate the rules governing the use and control of the park and a name will be given the park at some subsequent meeting. A capable man will be employed as caretaker. This park will be available to the people of this community and tourists this season, as the C. F. & I. officials have ordered the purchase of material for the building of a fence and gateway at once.

This same committee of the Chamber of Commerce will promote all good roads movements of which there are several important once claiming attention. This committee waited on the board of county commissioners this morning and urged that roads, particularly the state highway to the New Mexico line and the Stonewall highway be put in first-class hape. The committee received the pledge of the one commissioner who was on the job today that the roads would be attended to without delay. This committee is also working with the commissioners of Huerfano county to have a survey made within Las Animas county of the "Around the Circle" highway from Stonewall to La Veta with the aim of having this proposed road declared a state highway when the state highway commission meets next August. A survey of the road up Clear Creek from the Starkville road to the park which was visited last November by a committee of local citizens that investigated the Fisher's peak highway project, is to be made.

THE STONEWALL PARK

A TOURISTS CAMPING GROUND

The long cherished project of a public park and fishing ground and camping ground for summer tourists is to be realized thru the C. F. and I. Co. The project which the Chronicle-News has presistently advocated and agitated for some three years is to materialize and word comes today that the Fuel Co. will throw open forty acres of land at Stonewall as a public park—a place where the people of this community may hold picnics and fish and where the automobile and railroad tourists from all parts of the country seeking cool breezes and mountain scenery in the summer time, may go and bask in the smiles of the Almighty to their heart's content.

We repeat, that the Stonewall country is to be opened to the public is a matter of gratification to the Chronicle-News, which has been the one newspaper in Trinidad to carry on a campaign in behalf of the tourists, the vacation seekers and all the people of this section of the country. The C. F. and I. Co. has demonstrated that its policy is to advance the welfare of Trinidad and Las Animas industrially and every other way. The company will not alone turn over these forty acres for park purposes, but put up a fence and erect a gateway and ask only that those who take advantage of the beautiful park regard a code of rules which will guarantee protection to property.

Trinidad and Las Animas county has long needed this playground in the hills, this resting place for tourists and home people. The Trinidad chamber of commerce is to be congratulated for the loyal support given this movement, also the many citizens who have cooperated with the C.-N. and the chamber of commerce in calling public attention to the need of the camping ground.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Trinidad Picketwire, May 8. 1916.

30950

J. F. N.

The Company High Schools

After deciding that the sons and daughters of its employes in the coal mining camps of the west were as much entitled to the advantages of higher education as the children of the largest cities in the country, the Colorado Fuel and Iron company has taken the next stride which was demanded to bring the standard of those schools up to the required notch.

A plan is under way to place all the high schools established in the towns of this country under the direct supervision of the local educational board. This would bring the course of work under the direction of the Trinidad high school and would give to the camp high schools a standing which they could not hope to enjoy in any other way.

It will place them on the basis of the accredited schools of the country and will permit the graduates to go on to higher educational institutions without the necessity of examination and the usual red tape which comes to students without the approved kind and amount of credits.

This is one of the greatest moves among all the good things that have been done. The man of family who formerly sidestepped this region because of the fact that his children could not enjoy the advantages which other sections offer may no longer have any reason to pass up the coal camps. His children will be given every opportunity and the chances for social life for himself and his wife are greatly increased.

The business of making gardens, the entertainment offered by the Y. M. C. A., the club houses and the encouragement to develop in every way is going to bring its returns to the men who are behind the plan. Satisfied workmen means worlds to any company and the C. F. and I. is following the right plan.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, May 13, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

I was pleased to receive the clippings from the Trinidad "Chronicle-News" and the Trinidad "Picketwire" enclosed with your letter of the 9th instant. Both cuttings disclose a splendid public-spirited attitude on the part of the C. F. and I Company, and also a merited appreciation of this attitude.

Having all the high schools under the direct supervision of the local Education Board appears the transition from private to public control, which is a most desirable feature of the Company's educational policy. The Park idea also shows a recognition of the relations between private property and public well-being which should prove of mutual advantage to the Company and the community.

What name do you propose to give the Park? Next best thing to the Park itself will be a thoroughly appropriate name for it. I shall be interested in hearing what you may select.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30952

Ottawa, May 10, 1916.

Dear Mr. Welborn:

May I introduce to you Dr. James Bonar, Master of the Royal Mint of Canada. As doubtless you know, Dr. Bonar is an economist of distinction, and has been much interested in the Industrial Representation Plan of the Colorado Fuel and Iron Company. Apart from his interest in this Plan, Dr. Bonar is a warm personal friend of mine, and should he by any chance have opportunity of presenting this note to you I should feel grateful if you would make it possible for him, should he so desire, to see something of the workings of the Plan at the Steel Works at Pueblo or elsewhere.

Yours very sincerely,

W. L. MACKENZIE KING

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30953

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

May 11, 1916.

My dear Mr. King:

I thought you might be interested in reading the enclosed letter from the Editor of the Chronicle-News to Mr. Cowdrick. I sent you a clipping a few days ago from the above paper referring to the setting aside by us of the tract of land at Stonewall for picnic purposes.

I think that this simple action on our part will perhaps be more appreciated by the people generally of Trinidad than almost anything we could do in their interest. The request for this first came to me last Summer, and I stated then that when we could decide upon the tract of ground that would best suit the purpose I was perfectly willing to make the arrangement desired. The matter came up again this year through our mutual friend Mr. Radford, with an outline of the tract which he thought would meet all of the requirements, and after a brief investigation of same on our part I granted the request and directed that the ground be immediately made ready for the accommodation of the Trinidad people and their friends. You will appreciate that I was very glad to have Mr. Radford participate in the arrangement.

If you think this would be of any interest to Mr. Rockefeller I will be glad to have you pass it on to him. I have been sending him so much stuff recently, and have already forwarded him clipping relative to the picnic grounds, that I thought I would not bother

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

him with this. Besides, I think he is to be in Cleveland the first of next week and it will reach him just as soon going through your hands, should you decide to forward it, as though I sent it direct.

Yours very truly,

B. Walcott

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30955 88.0.1

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

May 11, 1916.

My dear Mr. King:

I am greatly pleased with yours of the 6th inst., expressing your favorable feelings and congratulations on the adoption of the Industrial Representation Plan at the Steel Works, and am sure that Messrs. McKennan and Hicks will be equally appreciative. I am forwarding your letter to Mr. McKennan and will give it to Mr. Hicks after his return from the East.

I am enclosing you two copies of letters I have written Mr. Rockefeller today concerning yesterday's meeting and the vote on the Plan, which will serve to answer certain queries in your letter.

I note your criticism on the make-up of the last Bulletin, and think it very well made. I am sure, also, that Mr. Hicks will regard it in favorable light, and that it will be helpful as a guide in connection with later issues of the Bulletin.

I take occasion here to say that we are just ready to let contracts for new club houses at each Segundo, Frederick and Rouse, with the idea that if the work on these progresses satisfactorily we may commence constructing a new club house at Cameron and one at Ideal some time in the Summer so as to have five new ones in operation by Winter. We have also commenced work building several new dwelling houses at Frederick, Berwind, Ideal, Cameron and Walsen.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

The band stands at Primero, Sopris and Cameron will be erected and in use very soon.

Weitzel is meeting the Field Day committee at Trinidad this week for the purpose of arranging the program for that event to take place in August.

I wish I had time to participate to a greater extent in this outside work, but in the present state of business it is quite important that I spend the largest part of the time in the office.

Yours very truly,

S. Nelson

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30957

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

May 11, 1916.

My dear Mr. Rockefeller:

I have yours of the 8th inst. regarding the negative vote on the adoption of the Industrial Representation Plan at the Steel Works.

Judging from the statements of some of the representatives with whom I discussed this point yesterday, I think the size of the negative vote was due in large part to a lack of clear understanding on the part of the foreign element, and possibly others, of the real purposes of the Plan.

While the steel workers are all in one community, as you state, the opportunity for free discussion of the Plan with them by the representatives was perhaps not as favorable as at many of the coal mines for the reason that the men after leaving their work are quite well scattered, rather than forming the compact communities as at the coal mines. One of the representatives also expressed the opinion that the men did not actually have quite enough time for reading, studying and discussing the Plan with the representatives between the time the pamphlets were distributed and the vote taken.

There seemed to be a general feeling, however, on the part of the representatives that through the presentation of the results of yesterday's meeting the opportunity was afforded them of

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

presenting the beneficial features of the Plan in a light that would satisfy the workmen.

I have destroyed your letter and am keeping no copy of this, but am sending a copy of same to Mr. King for his information.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,

New York City.

COPY

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

May 11, 1916.

My dear Mr. Rockefeller:

We had a very satisfactory meeting with the representatives of the steel workers yesterday, and after a general, as well as free, discussion of the question of changes that it is generally understood will be made in the East, as well as what should apply here, the representatives by unanimous vote, on motion made by one of them, adopted our suggestion of an advance of 3 cents per hour in hourly rates ranging from 22 to 30 cents and an increase of approximately 10 percent on other wage rates, with the understanding that such detailed information as can be secured by representatives and ourselves will be utilized for the purpose of establishing the definite new rates. A few of the representatives came with specific requests from certain of the workmen in their divisions for readjustments, but these were all, in a practical way, covered by the resolution referred to.

The meeting commenced with luncheon at 12:30 and adjourned at 4:30, more than three hours being devoted to consideration of the wage question. You will realize, therefore, that there was plenty of opportunity for free discussion, and I am sure that every representative who had a desire to do so expressed himself on the subject. After the meeting closed a number of the representatives and officers expressed their satisfaction with its results. My personal feeling is that the method employed of reaching an understanding as to a

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

new wage scale was most satisfactory in every respect.

The representatives are, almost without exception, a very intelligent lot of men, fairly disposed, and all our meetings with them have been a real pleasure, not only to myself, but I think to every other official of the Company who has attended them.

The representatives held a preliminary meeting at 10 o'clock yesterday at which they selected their members for the several committees. We were therefore able to form all of the committees, and the one on Recreation and Education commenced its work yesterday by taking the initial steps in arranging a ball park for the employees. Mr. Parks suggested the formation of a Steel Works base ball league and the desire of the local officials to co-operate with the employees in such work. This suggestion met with a hearty response from the representatives. One game of base ball was also arranged to take place some time during the season between the superintendents and representatives.

For your information, I am enclosing statement showing the composition of the several committees.

A copy of this letter is being sent to Mr. King.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY

---------- MINNEQUA STEEL WORKS ----------

INDUSTRIAL REPRESENTATION PLAN

EMPLOYEES' REPRESENTATIVES

FIRST DIVISION	THIRD DIVISION	FIFTH DIVISION	SIXTH DIVISION	SEVENTH DIV.
Geo. W. McCray	D. C. Cook	A. H. Lee	John Fahey	C. B. Bartle
W. H. Walker	Wm. Lamb	Andy J.Diamond	Fred Lobaugh	G. Schultz
	F. Jos. Loeffler	A. J. Collins	G. C. Bebout	EIGHTH DIV.
SECOND DIVISION	FOURTH DIVISION		Wm. Beurman	R. N. Doughty
Frank Van Dyke	Thos. P. Reese		V. E. Johnson	Leslie Sands
Ransom Fuequay	H. O. Lemon		Anton Kochevar	NINTH DIVISION
B. J. Thomas			Geo. J. White	Tony Juliano

J O I N T C O M M I T T E E S

EMPLOYEES	COMPANY
INDUSTRIAL CO-OPERATION AND CONCILIATION	
D. C. Cook (3)	F. E. Parks
Leslie Sands (8)	T. Aurelius
Frank Van Dyke (2)	J. C. Bench
A. H. Lee (5)	J. F. Farley
Wm. Beurman (6)	W. S. Hutton
Chas. B. Bartle (7)	J. B. McKennan
SAFETY AND ACCIDENTS	
Geo. W. McCray (1)	F. E. Parks
Ransom Fuequay (2)	M. A. Hill
F. Jos. Loeffler (3)	T. J. Brown
A. J. Collins (5)	H. A. Deuel
V. E. Johnson (6)	Geo. Van Brimer
Gotlieb Schultz (7)	J. F. Chapman
SANITATION, HEALTH AND HOUSING	
W. H. Walker (1)	Dr. J. G. Wolf
Geo. J. White (6)	W. E. Berg
Thos. P. Reese (4)	Jas. Callahan
G. C. Bebout (6)	J. E. Pugh
John Fahey (6)	H. A. Deuel
R. N. Doughty (8)	Geo. Richards
RECREATION AND EDUCATION	
B. J. Thomas (2)	F. A. Scammell
F. Jos. Loeffler (3)	A. W. Sampson
H. O. Lemon (4)	J. H. Fenn
Fred Lobaugh (6)	Joe Gorham
G. C. Bebout (6)	Jas. Floyd
Anton Kochevar (6)	O. B. Wolfe

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30962

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

May 16, 1916.

My dear Mr. King:

I have yours of the 13th inst. in relation to a name for the park, which you call it, referred to in one of the Trinidad newspaper clippings. The circumstances under which this ground was set aside for the use of Trinidad people and their friends for picnicking purposes would not justify us in suggesting a name.

We actually turned the tract of ground over to the Chamber of Commerce to be used under their direction by Trinidad people and others for picnicking purposes. The ground will be appropriately fenced to clearly mark its boundary lines, but we assume no responsibility in the care of the grounds, and are not making any conveyance of title. In fact, except during the summer months of the year, this tract will probably be used, as heretofore, for pasturing cattle, just as is the case with most of the ground in the Stonewall country.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30963

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

May 18, 1916.

Dear Mr. King:

Your friend, Dr. James Bonar, arrived in Denver yesterday and presented your letter of introduction to me dated the 10th instant. Mrs. Welborn had early in the day learned of Doctor Bonar's arrival through your brother's wife, and through the ladies it was arranged that Mrs. Welborn should meet the Doctor in the afternoon and that we would all take dinner last night with your brother and family. We enjoyed Doctor Bonar very much, but regretted that he was unable to remain in Colorado long enough to give us an opportunity to really see anything of him, much less to show him something of our general work or the operations of the Industrial Plan.

I am sure you will be interested in knowing how favorably I was impressed last evening with the appearance of your brother. I had not seen him since some time in February, perhaps two or three weeks before Mrs. Welborn and I left for our trip, and it seems to me the improvement that has taken place since then is most marked. He has a better color and more vigorous countenance, and besides, I do not remember having heard him cough but once, and then only slightly, during the two and a half or three hours we were with him.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

It is always a pleasure to meet any of your friends, and I hope you will furnish all of them who may have reason for coming to Colorado letters of introduction to me.

Yours very truly,

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30965

Ottawa, June 2, 1916.

Mr. J. F. Welborn,
Denver, Colorado.

Dear Mr. Welborn:

I was delighted to receive while in New York your kind letter of the 18th of May, telling me of your meeting with Dr. Bonar, and giving me the welcome news with reference to my brother.

I am glad you met Dr. Bonar, for there are few men in the world who have as great a reputation as his as an economist. He is advancing in years, and has failed very much of late, but I am sure that even a brief conversation would disclose the resources of his mind, and give you a glimpse of his charming character. I value very much his opinion on all industrial questions, and it is therefore particularly gratifying to me that he is so unreservedly enthusiastic with regard to the Industrial Representation Plan.

Let me also thank you for your letter of the 23rd ultimo, enclosing a copy of a letter received by you from Mr. McKenman. What Mr. McKenman says in his letter of the increase in confidence and faith between the men and the Company in consequence of the introduction of the Plan at

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

the Steel Works is indeed gratifying, as is also the suggestion,which I see you are acting upon, that a Plan or Agreement for the Colorado & Wyoming Railway and its employees should also be perfected. It is splendid to see the circle of joint relations based upon the representative idea widening with the cordial approval of all.

I took with me to New York Mr. Winsor's letter to Cowdrick, which you kindly allowed me to see, and which I return herewith. Mr. Rockefeller, Jr. was as much pleased as I am with Mr. Winsor's references to the appreciation by the community of the social and industrial betterment work of the Company.

I spent most of last week in New York, having gone down to attend a meeting of the Foundation and to have a conference with one or two persons whom Mr. Rockefeller wished me to meet. I took my mother and sister with me, and we spent a day or two at Long Beach after my work in New York was concluded. I found Mr. Rockefeller most enthusiastic over the splendid progress that has been made in Colorado in every direction.

Mr. Reed has sent me copies of the Report of the Committee on Unemployment and Relief. What a splendid publication it is! With its illustrations, and the careful manner in which it has been prepared, it makes a volume as

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

entertaining as it is instructive. I notice also that the Committee has added very generous references to myself with regard to my association with it in the work of relief. The Report as published will, I think, be a complete answer to any persons who seek to make capital against me because of the nature of services I have endeavored to render in Colorado.

This letter is purely personal, and I shall be glad, therefore, if you will destroy it after perusal.

With kindest remembrances to Mrs. Welborn and yourself, Believe me, as ever,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30968 38.0.2.

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

May 23, 1916.

My dear Mr. King:

Again referring to your letter of May 6 in connection with the vote on the adoption of the Industrial Representation Plan at the Steel Works:

I want to enclose for your information copy of Mr. McKennan's letter of May 22, answering mine of May 11, with which I transmitted your letter, before referred to, to Mr. McKennan for his perusal.

Referring to the suggestion in the last paragraph of Mr. McKennan's letter with respect to perfection of a Plan or Agreement for the Colorado & Wyoming Railway, Mr. Hicks and Mr. Hearon, General Manager of the railway, are just ready to commence work on something that will be suitable for the railway employees.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

Rec'd in personal
letter of June 2-
See "W". Personal.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

C O P Y .

May 22, 1916.

Mr. J. F. Welborn,
President,
Denver, Colo.

Dear Sir:-

In answer to your letter of May 11th, I return herewith letter addressed to you by Mr. King, under date of May 6th, in reference to the result of the election of our representation plan at the Steel Works.

I am sure Mr. King is right and that many of our employees were influenced in casting their ballots by thoughts or beliefs not touched on in any part of either the Plan or the Agreement. This is especially true among the foreigners, many of whom are said to have voted against the Plan for the reason that they thought if it was adopted the Works would be operated on an eight hour basis.

I am quite sure that a great many men who voted against the Plan would now vote in favor of it. The feeling on both sides has greatly improved since our conferences. We have been greatly pleased with the spirit shown by the Representatives and I am certain that they at least have a great deal more confi dence and faith in the Company than ever before.

Please extend my thanks to Mr. King with kind regards and assure him that we all appreciate his criticisms and trust we may benefit by his assistance in the future. I believe it would be well to go thoroughly into all questions affecting a Plan and Agreement suitable for the C. & W. Railway Company employees as I believe we should offer them all the benefits which our other employees are enjoying.

Yours very truly,

(Signed) J. B. McKennan

JBMcK-HF.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30970

THE COLORADO FUEL & IRON COMPANY

PUEBLO, COLORADO

DAVID GRIFFITHS

May 25th, 1915.

RECEIVED
PRESIDENTS OFFICE
MAY 25 1915
ANSWERED FILE

Mr. J. F. Welborn,

President, Denver.

Dear Sir:-

I am enclosing a rough draft of a paper I have prepared to read before The Rocky Mountain Coal Mining Institute in June. Would be pleased to have you edit same, strengthen it where it is weak and smooth it down where it has a tendency to be rough and harsh. Any suggestions from you will be appreciated.

Yours truly,

David Griffiths

DG-B

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

WELFARE OF COAL MINERS.

---oOo-p-

The word "Welfare" has a broad, comprehensive meaning. The Universal Dictionary defines the word as follows: The state of faring well; A state of exemption from misfortune, trouble, calamity, or evil; The enjoyment of health and prosperity; Well being, success, prosperity. So the word "Welfare" covers all that can be done for the protection, comfort and happiness of our coal miners and their families.

In no other line of endeavor during the past decade have corporate interests and employers of labor shown so much zeal and interest as they have in the welfare of their employes. It is a world wide movement. Its object is to create harmonious relations between employes and employer for the purpose of obtaining greater efficiency and averting industrial conflicts. Much has been done towards this end for the coal miners of Colorado, and much more can be done that will tend to produce the desired results. As an example of what can be accomplished along these lines, I will quote in pith an article that I read some months ago in one of our magazines; A few years ago ~~xxx~~ an English syndicate purchased a large vineyard and orange grove in Southern California. After the preliminary work of organizing, the Directors of the organization selected an old English horticulturist of wide and varied experience in the plantations of the West Indies to take charge of the property. He in turn

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

engaged several subordinate officers from the Agricultural Colleges who were theorists and not practical men. The Manager and the overseers were paid a handsome salary and they lived on the fat of the land. To do the manual labor on the farm they hired about 200 Coolie laborers to whom they paid 50 cents per day and their maintenance. The laborers lived in hovels, shacks and dugouts that were vermin laden and unsanitary. Their food was of the very poorest and scanty. Year after year with theoretical management and coolie labor the enterprise was a financial failure. Finally the Board of Directors came to the conclusion that some kind of a change had to be made or dispose of the property. Rather than dispose of the property at a great loss, the Board decided on placing a young progressive American in charge of the property, who had but very little experience with grape vines or orange trees, but had made a study of the welfare of employes. He in turn selected twp experienced grape and orgnge growers as overseers. Their first move was to provide the laborers with clean, wholesome and palatable food andplenty of it. Then they went to work and built commodious living quarters for about 80 men. After this was done they advanced the wages from 50 cents to 75 cents per day and started a system of elimination whereby the indolent, unclean and inefficient had to leave the service. While these improvements and drastic changes were going on, the Board of Directors were very uneasy, however, the manger persisted that the money expended and the changes made would

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

in the end bring about the desired results. The first year under the new management a great sum of money was expended on betterments and equipment. The second year a small profit was made on the whole investment. The third year 75 3411 fed men and otherwise confortably provided for did all the manual labor on the farm with the exception of harvest time, and instead of having an overseer over 15 or 20 men the two overseers did all the directing, etc. The Manager and overseers dined at the same table as the laborers and their living and sleeping quarters were alike. Peace, Law and Order reigned supreme. Harmony and mutual interest was their slogan. Now under the complete revolution of affairs the syndicate is receiving a handsome interest on the money invested and they would not dispose of the property for double the money the originally paid for it. Moral; treat your employees right and just and your success is assured, or any reasonable amount of money spent on the welfare of employees is a good investment.

Granting that the foregoing illustration is an extreme case, if such goodcan be accomplished in other industries, it goes without saying that much good can be done on the same lines in our coal mining communities. Some of you will be apt to say that the comparison is not well taken, and that there is as much difference between running a farm and a coal mine as there is between running a

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

wheelbarrow and a linotype machine, however, I believe that you will all agree that the principles involved are similar in both cases.

The welfare movement goes under various names and is carried on in various forms, but it has one common purpose, i.e., to obtain the co-operation, good will and prestige of the employes. If we hope for the movement to attain the fulfilment of its purpose the employee must receive just and honest treatment, he must be considered an essential factor for its success, and must have some recourse for his real or imaginary grievances.

The successof the movement for the welfare of the coal miner does not depend so much on the owner, president or general manager as it depends upon the treatment of the employeee by the local management. It is surprising what ill-feeling, bitterness and hatred can be created by an irate superintendent or mine foreman when dealing with his subordinates. It cannot be expected that the employee will be loyal if he is abused and brow-beaten.by his superior in office. We do not want to forget that the men in subordinate positions are human, and should be treated as such and that an Italian, Greek, Jap or Negro or any other man irrespective of nationality, color or creed, if worthy of being in the service in any capacity, is entitled to a civil answer and courteous treatment. Under no circumstances or conditions has a superintendent or mine forman the right to abuse or ill treat the employee. They at all

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

times have the right to advise, to censure and even to dismiss him from the service, especially if he has violated any law, rule or regulation whereby his own or his fellowmen's life or limb is jeapardized. To the unemployed the superintendent should be courteous and civil when a man is seeking work. The sober, honest, industrious working man is not seeking work from choice, but from necessity and as such he deserves sympathy and not insolence. We want to rememver and practice the wise proverb "A soft answer turneth away wrath but grievious words stir up anger". Clerks and weigh bosses should be very careful not to offend the employee as an offensive word from them is ofttimes far reaching in its evil effects. Our camp store manager as a rule is a much maligned man and he has an up hill job to counteract the prejudice against company stores, however, he should at all times be civil and courteous to his patrons, not only for thesake of their patronage, but because of the evil influence it will have upon all employees. Our camp physicians should not only be attentive but sympathetic, as a kind word in time of affliction goes a long way towards bringing about happy relations between employee and employer. I think that just, honest, kind and sympathetic treatment of the employees is the principal factors of success in any or our mining communities. Never has there been a truer saying than that made by the immortal

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Bobby Burtis, "Man's inhumanity to man makes countless millions mourn."

The safety and sanitary conditions of our mines are not perfect but considering the adverse geological conditions and the short period of experience in coal mining they will compare very favorably with older countries. I worked in and around coal mines in South Wales for about 16 years and I state without any hesitation that the safety and sanitary condition of the coal mines of Colorado after only 40 years are far better than they were in South Wales where they had been mining coal for two centuries. If we expect to gain the good will and confidence of the employee we must provide for him healthy and sanitary conditions to work in, and be ever careful and figilant as to the protection of his life and limb.

I believe that the dwellings in our coal camps will bear favorable comparison with any of the coal mining communities in any of the other states in the union where the mines have been operated for the same length of time. In the early history of coal mining in this state, and I presume in all other states, the pioneers of the industry had to live in tents, adobes, dugouts and log cabins. Some of the captains of the coal industry of Colorado have lived in dugouts and log cabins. As the coal industry progressed and developed, better dwellings had been built for our miners and there is still room for improvements.

Climatic and topographical conditions are not very favorable, our populace are varied and transient, and water,

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

the life giving element, is scarce and difficult to obtain at any cost. In some of our coal camps, however, where conditions are favorable and where the life of the mine will justify the expenditure, I think it would be a good move to give our wives and daughters modern conveniences in the home. If pantries, clothes closets, screened doors and windows, water in the house, [redacted] sewer connections, etc. are essential in other communities they are also essential in our coal mining camps. I do not know of any people who are more deserving of such modern conveniences than the wives and daughters of our coal miners. The bath houses that have been built in our various coal camps have removed a great drudgery from our homes and are much appreciated by those who are favored with this modern convenience. Recently much attention has been given and much work hasbeen done in fencing and arranging for lawns and gardens around the dwellings. Thebeautification of our environments will tend to draw into out communities a better class of workmen and will encourage thrift and individual responsibility. There is no doubt that the man who spends his time at the Demon Rum or in absolute idleness when not at his regular work is not as good a citizen and not as desirable a workman as he who spends his spare time in his garden among his flowers or in otherwise improving his surroundings.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

The use of alcoholic liquors and the toleration of saloons in our mining camps is a menace to their prosperty. I am glad to say that the days of the saloon in Colorado are numbered and that prohibition is gaining ground the world over. The Russian has given up his vodka, the Frenchman his absinthe, the Englishman has made the price of liquor prohibitive and the American Navy has abandoned the use of whiskey and to cap the climax Colorado has gone dry and placed in our statutes one of the strongest prohibition laws in existence.

Colorado has gone dry, Hurrah! for the voters,
They knew what was good for our sons and daughters,
They removed a great curse from among our miners,
That'll benefit both employees and employers.

With the removal of the saloon from our mining camps will come the necessity of providing suitable places for the relaxation of the mind and body of our coal miners. With this end in view, club houses, moving picture shows and play grounds [redacted]

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30979

have been advocated. Some of the club houses are now in operation and others are in course of construction. Moving picture shows are shown weekly in the Southern field and playgrounds for young and old are made in many of our camps. Probably a word of explanation on the club house movement for the benefit of my hearers would not be amiss. The club house is erected by the company and turned over to the employees free of rent. Light and fuel is furnished free. For the purpose of encouraging thrift and collective responsibility the management and control of the club is left entirely in the hands of the employees. The movement as yet is in the experimental stage, but it is the general opinion among employees that it will be a success. Moving picture shows, if conducted on sound lines, can be made very instructive. It is the silent pedagogue of the age. / The anti-fly, pure milk anti-drunkenness and social justice films are the most powerful teachers in the country. The drama films encourage kindness, virtue and courage. The life of a miner at best is serious and solemn, so a good sprinkling of humorous films like "Tillie's Punctured Romance" would be very agreeable in our coal camps, for a good hearty laugh is much better for the human system than the Doctor's pills. The moving picture shows in our isolated mining camps are well patronized and is a source of good and clean amusement.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have every reason to believe that the education of our children in the coal mining camps is as efficient and thorough as it is in any other community, but I am inclinâd to believe that we have too many abstract themes and theories and that we are losing sight of the practical and applicable side of life. Education is an achievement, and to obtain it you must strive for it, and what is the use of our sons and daughters to strive for education if it cannot be made helpful to their future existence. What good is it for a working man's son or daughter to master geology, trigonometry or astronomy if he or she cannot make a living from it. Would it not be much better for our daughters to be taught how to make a palatable and wholesome layer cake than to be able to enumerate the sedimentary rocks in the Cretaceous period? Would it not be better for them to know of the hardy cereals and vegetables that will grow prolific in our arid lands than to be able to classify the flora of the carboniferous era? Would it not be better for them to know how to mix and bake a baking of bread than to be able to take a theodolite out on the plains and calculate the altitude of Pike's Peak by trigonometry? It would be far more serviceable for them in future life to be able to trace a pattern over a piece of dress goods and know how to run a Singer Sewing Machine [illegible] and make the lock and hem stitch so as to be able to make their own hats and dresses than to be able to trace the elliptical orbit of Halley's Coment in space. I do not wish

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

to be understood that our sons and daughters should be debarred from getting such special knowledge as I have mentioned, indeed they should be encouraged if he or she shows any inclination or aptitude for such special knowledge providing that their chances would be good in the future to make a living from which they had striven so hard to obtain.

The Sunday School, Boy Scouts and Camp Fire Girls in connection with this welfare movement is deserving of more than passing remarks. They are the coming Americans. To them we must look for the permanency of the movement. Into them is imbued the bodily, mental and moral qualities of mankind, and in years to come the result of their training will bear fruit.

The past legislature has aided the movement by giving us the Industrial Commission and the Compensation Laws, It is too early to ~~criticise~~ criticize or pass judgment on the said laws, but they are in effect in other sections of the country and has proven to be effective in preventing industrial troubles and rendering aid to the needy in time of affliction.

Treat your employees honest and just. Protect and safeguard them while at work, ~~give~~ give them confortable homes to live in, remove alcoholic liquors from our camps and give their children education on practical lines, and our miners or the majority of them will be contented and our homes will be the heavens of happiness. To the extent

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

that we succeed in this, in thesame proportion will we make our coal mining communities immune from the ravages of industrial conflicts and their evil consequences. It is my firm belief that in the camps where this welfare work will attain the highest degree of perfection will be found the most desirable workmen and the best citizens and the success or failure of operations will be measured accordingly.

It is not to be hoped or expected that we will ever attain to Sir Tom More's Utopian Standard of conditions in or around our coal mines, or that our coal miners and their families will ever be as happy as the flock herders of Arcadia, but much can be done to bring about such conditions so that all the powers of the Black Prince cannot sever the harmonious relations between the contented employee and the kind and honest employer.

Any person or persons who deviseth ways and means whereby class hatred, enmity and brutal force is removed from our industrial troubles is worthy of a jewelled diadem and for him or them who deviseth ways or means whereby industrial conflicts are made impossible awaitheth a place of distinction in the Kingdom Come.

In conclusion I wish to say that there is not anything too good for the honest, industrious coal miner and his family. You have observed that I have confined these disconnected remarks on welfare of coal miners to the State of Colorado and more particularly to the company whom I have the honor to serve. I hope and trust that they will

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

be accepted in the same spirit as I have written them and that they will aid in bringing about happier and closer relations between employee and employer.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30984

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

June 2, 1916.

My dear Mr. King:

I have today given Mr. W. W. Grant, Jr., who is planning to go to Ottawa in a few days, a letter of introduction to you. Mr. Grant's father is one of the older surgeons of Denver and his uncle was James B. Grant, one of our foremost pioneers in the mining and smelting business, and at one time Governor of the State.

Should Mr. Grant present the letter, as I have no doubt he will, please do nothing more than show him the usual courtesies.

I know you are busy, and would not have thought of bothering you with the letter of introduction had it not been suggested by a third party.

With best wishes,

Yours sincerely,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30985

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

June 2, 1916

My dear Mr. King:

This will serve to introduce Mr. W. W. Grant, Jr., an attorney friend of ours, who is planning to spend a few days in Ottawa.

We had planned for you to meet Mr. and Mrs. Grant at the dinner which we had arranged early last year, but which we were obliged to give up on account of your untimely call back to Ottawa.

I will appreciate any courtesies that your engagements will permit you to show Mr. Grant while he is in Ottawa.

Yours very truly,

J F Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH AND CABLE

TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

30986 FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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GO Denver Colo June 20-16

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W L MacKenzie

"King The Roxborough Ottawa Ont

Plan leave friday morning for NewYork reaching there Sunday evening and remain until wednesday or Thursday morning hope you can be there

J F Welborn 620PM

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30987

Rockefeller Foundation

Ottawa, June 24, 1916.

Mr. J. F. Welborn,
C/o Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York.

My dear Welborn:

It is kind of you to have wired me of your intention of being in New York during the coming week. Had I not been so recently in New York, I should have been glad to go down again to be in the city a day or two while you are there. I should probably not hesitate even on this account were it not that within the past fortnight I was obliged to attend to matters incidental to the giving up of our home of many years and supervising the moving of my parents into an apartment. I find that each absence cuts considerably into my work, which I am anxious to have developed to a certain point before the summer is over. Were I not expecting to see you in the fall, I should certainly run down, but as this prospect is to the fore, I think I had better stick at the task I have in hand on this occasion.

I hope you left Mrs. Welborn and the children well; also all matters pertaining to the Company. It seems to me that in the development of the Plan splendid progress and a wonderful record has been made during the present year.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Rockefeller Foundation 30988

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

July 5, 1916.

Dear King:

I was very glad to receive your letter of the 24th ultimo in New York, though I do not have to say that it would have given me much more pleasure to have seen you. However, I appreciate the conditions which made it desirable for you to remain at home, and really there was nothing of importance that I wanted to discuss with you, yet my trips to New York have come to seem a little incomplete when I don't meet you there. We are all looking forward with much pleasure to the intended trip of yourself and Mr. Rockefeller this Fall, and I hope it may prove no less pleasant than the one last year.

I had a very satisfactory, as well as pleasant, three days in New York last week, and hope that now I will not have to bother Mr. Rockefeller any to speak of while he is on his summer vacation.

The children and I are all very well, but I regret that Mrs. Welborn does not regain her strength as it seems to us she should. She has occasional fairly comfortable days, though I imagine they are only so by comparison, and that if she were actually in good health those occasional good days that now come to her would then seem to be poor ones. She is taking things easy, and finds the farm far more comfortable by comparison than the city would be, for the reason that we have during the past three or four weeks experienced an unusual season of drouth and hot weather.

I appreciate very much your expressions of satisfaction over the progress of development in our Plan. I do not think any of us ever forget its existence, or have any thought except to observe strictly its purposes in our relations with the men and in our general working policies, yet I at times feel that we may be going slower than is desirable. However, we have not had to take any back steps, and I believe that all the ground we have gained is secure.

Thanking you, and with very best wishes for yourself and family,

Yours sincerely,

J. F. WELBORN

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30989

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

August 10, 1916

Dear Mr. King:

I am enclosing herewith for your information copy of a letter I have just dictated to Mr. Rockefeller.

Yours very truly,

JFWelborn

Enc

Hope to see you soon

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

August 10, 1916

My dear Mr. Rockefeller:

I spent last Saturday in the Trinidad district and held a meeting with the men at Primero Saturday afternoon, the mine being idle that day on account of an accident, and met the Sopris employees Saturday night. I returned South again Monday, holding a meeting that night in the Berwind-Tabasco club house, another one at Starkville Tuesday night, and one at Walsen with Walsen and Cameron miners last night.

I discussed our Plan of Representation, drawing particular attention to features that I thought were of especial interest to the employees, and sought criticisms both as to conditions and administration of the Plan. Generally speaking, the men were slow to express themselves, and at some points confined their remarks to the making of complaints. At other points there were expressions of satisfaction with the Plan and its administration. This was particularly true of Robinson, where no complaints whatever were made.

Many of the complaints or grievances were fully justified, while others apparently were not. Mr. Weitzel took complete notes of all complaints, and I think every complainant was satisfied that after obtaining all of the facts he would receive what he was fully entitled to. A good deal of investigation will be necessary before all matters brought to our attention can be fully taken care of, yet in a few

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

cases we were able to show the gentlemen, after explaining conditions fully, that there was not justification for their complaints, and in a few other cases were able to say, without investigation, that the condition complained about was wrong and would be corrected.

At Berwind the president of the recently organized Local of the U. M. W. of A., at Ludlow, charged that he had not received rails ordered for his rooms until several days after the order was placed. On Tuesday morning I had Mr. Griffiths, with John P. Thomas, return to Berwind and make a thorough investigation of this matter on the ground. The result was a practical confirmation of the statement made by the complainant and the adoption of a system of ordering and filling orders for various supplies that should guard against similar lapses on the part of the Company representatives in the future. When the investigation was completed the complainant very generously apologized to the mine foreman for having made the complaint, although it was fully justified and no apology was necessary. This indicated a far more generous spirit than the gentleman had been given credit for possessing, and alone seemed to me to be a satisfactory result of the Berwind meeting.

I took occasion to deny the correctness of certain statements that had been quite freely made in Southern Colorado to the effect that you had agreed with higher officers of the labor organization that should a certain proportion of the men join the union, it would

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

be recognised. It is the belief of all the officers of the Company that this denial was most welcome to a large majority of the workmen, a number of whom had been led into a course which they did not wish to take because of the belief that you desired them to join the union, which it was the intention to later recognize.

Mr. Weitzel and Mr. Matteson attended all of the meetings with me and they, as well as the mine superintendents, feel that the discussions that have taken place in the meetings will be mutually advantageous. There can be no question that the result is a much clearer understanding of the purpose of the Plan and the officers of the Company in its administration.

Archie Allison, of Walsen, made a very good speech, commending you and the Plan, as well as the officers of the Company in their efforts to administer it in the proper spirit. You may remember Allison as the man who complained to the Low Commission last December that he had not been able to secure employment since the termination of the strike, and who, when the matter was brought to Mr. Weitzel's attention, was immediately given work. I believe he is a staunch friend of the Company and has confidence in us.

I am going to visit the other camps as I can, probably one or two in the next week and the remainder during the week ending August 26, on which date Field Day exercises will take place at Trinidad.

I am keeping no copy of this letter, which I assume you will

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

want to destroy. I am, however, sending a copy of same to Mr. King for his information.

Yours very truly,

(Signed) J. F. WELBORN

COPY

Mr. John D. Rockefeller, Jr.,

SEAL HARBOR,

MAINE.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30994

September 7, 1916.

Dear Mr. Welborn:

Your letter of August 10th is at hand. You could not do a better thing than to come into personal contact with the employees of the Company as you are in the meetings which you are holding in the various camps. This I have told you before and I believe there is nothing more important or more deserving of your attention just now than such personal contact.

You say that many complaints or grievances were made by the men; that while in a few cases you were able to show those who made the complaints that they were groundless, on the other hand many of them were fully justified. What surprises me is the fact that any considerable number of grievances could have accumulated without having been brought to Dave Griffiths' attention. Perhaps this is inevitable in view of the number of camps which he has to visit and the considerable period of time which must elapse between his several visits to the same camp. It seems to me, however, that our plan needs revising and adjusting so that no grievance, real or fancied, can exist for even a few days without coming automatically to the attention of some competent official of the Company. It would be interesting to know whether these grievances were brought by the representatives

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

in the various camps, and if so, why they had not been taken up with Dave Griffiths, or the Superintendent of the mine, where they originated. I think it important to find out, if possible, in each case, just what effort, if any, had been made to bring the grievance to the attention of the Company. The result of such an investigation will show where our present system is weak and will suggest some method of strengthing it. If it is necessary to have an assistant for Dave Griffiths in order to keep the Company, through his Department, in constant touch with the complaints which the men may have, the appointment of such an assistant should be considered, but that grievances can exist for more than a few days without automatically coming to the attention of the Company should be made impossible. Toward that end it may be desirable to thoroughly revise our present method of learning of grievances. The grievance of the President of the recently organized Local at Ludlow should, in some way, have been forestalled. As you have stated, the result of his complaint has been the adoption of a system of ordering and filling orders which will prevent the re-currence of such a complaint.

If the result of these meetings in the camps has been nothing other than to bring to your attention these defects in our organization, the meetings have more than justified themselves.

I note with interest the manner in which you say your denial of certain statements which I was alleged to have made, was received.

Surely Archie Allison is playing the part of a

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

real man. I shall be interested to know whether he is a member of the Union and, if so, an active worker in its behalf. The friendship and co-operation of such a man is a valuable asset to the Company. This only proves how fully justified Mr. Weitzel's magnanimity in re-employing Allison, was.

I am sending a copy of this letter to Mr. King for his information and comment, if he has any to make.

Very truly,

(Signed) JOHN D. ROCKEFELLER, JR.

Mr. J. F. Welborn, President,
The Colorado Fuel and Iron Company,
Denver, Colorado.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

30997

208.17

Ottawa, August 14, 1916.

Mr. J. F. Welborn,
1065 Logan Street,
Denver, Colorado.

My dear Welborn:

I have just got back to Ottawa from Seal Harbor. Ere this letter comes to hand you will have received a letter sent you yesterday by Mr. Rockefeller, Jr. Both he and I were delighted with your accounts of your trip through the camps, and we both feel you have taken the eminently wise course. I spent a few days with Mr. Rockefeller, taking a sort of a holiday. He is anything but rested, and during the time I was with him I did all I could to persuade him to give up everything for a while. His letter to you was in part the outcome of that advice. It has no significance other than what appears on the face of it. You know his feelings as to his personal responsibility for happenings in Colorado. It has been this which has prompted him to ask from time to time for data of one kind or another which may be of interest. I have told him that you and I understand each other so perfectly and each has so entire confidence in the other, that it would serve all purposes quite as well were we to correspond, instead of you or other officers of the Company writing to him. Please remember this means nothing

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

more than communicating on any matters which you think Mr. Rockefeller would wish to know about or concerning which you think counsel together might be helpful. It would, I think, be prudent to regard all such correspondence, should there be any, as personal.

I have thought it wise to delay going out to Colorado until the State and Presidential elections are over, lest some ulterior purpose might be assigned to my being there just at this time. That is the reason of the postponement of our visit. At the same time, I can quite readily slip out quietly at any time if you should feel there were matters you would like to talk about. Were I to come in this way I should not go to a hotel, but arrange to stay with my brother. Please, therefore, do not hesitate to let me know if you would like a talk at any time. It may be that with the elections coming on some questions may arise which you would like to talk over. Or if matters should be developing in other directions in a way which would seem to render a talk together desirable, please do not hesitate to let me know.

With kindest remembrances to Mrs. Welborn and yourself, Believe me, as ever,

Yours very sincerely,

W. L. MACKENZIE KING

Please destroy.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

30999

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

August 15, 1916

My dear Mr. Rockefeller:

I have your two letters of the 13th instant, and regret more than I can tell that you have been deprived of the rest on your vacation which all of us realize you need so much.

I have constantly had the feeling since you went to Seal Harbor that I should refrain from communicating with you on subjects of concern, and yet it has seemed to me almost imperative that you should know of certain happenings. I shall be more than pleased to take up with Mr. King all matters, which seem to call for the attention of someone away from here, in the manner that you suggest.

With regard to the dynamite outrages, I wish to say that the assistance of the proper authorities in bringing the perpetrators of these crimes to justice was enlisted immediately after the deeds were committed, and I think the work along this line is being conducted satisfactorily.

With the hope that you will have obtained a complete rest by the time you feel it necessary to return to New York,

Yours sincerely,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,

Seal Harbor, Maine.

COPY

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31000

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

August 18, 1916.

My dear King:

It was late on the afternoon of the 15th instant when Mr. Rockefeller's letters concerning the dynamiting outrages and his determination to give up work entirely for the present reached me, and I therefore wrote both of your hurriedly just as I was getting ready to leave for the South.

The meetings which I had arranged to hold at both Rouse and Ideal were, in the minds of all the officials of the Company, very satisfactory. The Ideal Mine not having work enough to run full time, I had the opportunity of meeting the men at that camp in the afternoon. I held the meeting in the school house, and there was practically a full attendance of the employees in the camp. The Rouse meeting was also held in the school house in the evening of the same day (Wednesday, the 16th inst.) at 7 o'clock. There were something over 200 men present, and there would have been more but for the fact that we had a very heavy rain that evening, which started a short time before 6 o'clock and contined up to 7, making all of the roads and streets very muddy.

In these two meetings, as in all of the previous ones, I took occasion to call attention to the most prominent and democratic features of the Industrial Representation Plan, explaining the advantages that the men have and enjoy under this Plan, and asking for suggestions, criticisms or complaints. All expressions with regard to the Plan have been favorable, and the complaints made have, with one or two exceptions, been put in a

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

very courteous and considerate manner, and many of them have been justified, though none have been of a serious nature.

I have in all cases made it clear to the employees that the Plan was our constitution, or bill of rights, under which the workmen and the Company were operating, and have expressed the opinion very strongly that had some such plan been in effect three years ago the strike would have been avoided. I am very sure, as are all of the mine superintendents, as well as Weitzel and Matteson, who have accompanied me on all of the trips, that the meetings have resulted in a much fuller understanding on the part of the men of the purpose of the Plan, and because of that better understanding have been of immense value to them, as well as the Company. While I think that since the adoption of the Plan the men have, generally speaking, felt free to make their complaints, either to the superintendent or the representatives, many of them have had a rather poor understanding of the real purpose of the Plan or the benefits that it guarantees to them. They now realize, however, that under the Plan their rights are guaranteed to them, and from their experience in the meetings they know that they can make their complaints before the mine officials, as well as other officers of the Company, and have them given immediate consideration without in any sense injuring their relations with the Company.

I am planning to leave here Tuesday night for Trinidad and to remain in that district until Saturday night, the 26th. I want a day or two in the Stonewall country in connection with our timber matters, and will spend the evenings meeting the employees at Morley, Frederick and Segundo.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

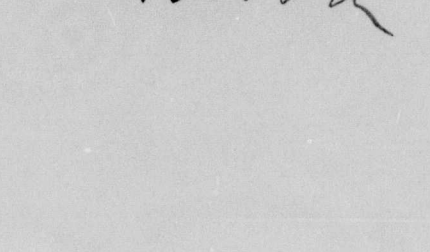
CANADA

Some time during the following week, beginning August 27, I will probably go to Rockvale for a meeting with the men in that district, which will take care of everything except the two or three small properties on the Western Slope.

After I get through with these meetings and have caught up with my work I will be glad to meet you in Chicago and go over matters in general that are of mutual interest. I wont suggest a date now, but I would not care to leave here much, if any, before September 15, unless some urgent reason should develop for our meeting each other. However, should you have a preference as to date, even though it be before the middle of September, I will try to arrange to meet it.

The assurances of protection that we have given to our employees, through word of mouth and by installing a number of night watchmen at Berwind-Tabasco, as well as at each of the other camps, have quieted the excited feelings that resulted from the explosion at Tabasco a week ago last night.

Yours very truly,



Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31003

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

August 22, 1916.

My dear Mr. King:

Yours of the 14th instant, written just after your return from Seal Harbor, reached me only yesterday afternoon. The two or three letters that I have written you since receipt of Mr. Rockefeller's letter, stating that he was planning to take a complete rest, have indicated my satisfaction at the rearrangement. It is proper, logical and satisfactory to all of us. except for the fact that Mr. R's condition made it necessary

I am leaving today noon for Southern Colorado, and unless something develops while I am down South I shall not write you again until after my return next week.

A day or two's visit, or a longer one should you decide to come to Colorado, will be very desirable when it can be arranged.

I can think of no reason whatever for our feeling any concern over political matters. It is well understood that we are out entirely, and a recent resolution passed by the Board of Directors, which will be made public in a day or two, will serve to emphasize our position.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

31004 FORM 1 U.T.

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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ENGLE WOOD COLO Z4

W L MCKENZIE KING

BARE TH ROXBOROUGH OTTAWA ONT

RECENT DEVELOPEMENT MAKE CONFERENCE DESIRABLE A FEW DAYS AT THE FARM WOULD AFFORD FAVORABLE OPPORTUNITY FOR IT AND YOUR BROTHER WILL BE BACK IN TOWN IN A FEW DAYS WILL IT BE POSSIBLE

J F WELBORN.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31005 T. W. No. 1

Great North Western Telegraph Company of Canada.

CABLE SERVICE TO ALL THE WORLD.

TERMS AND CONDITIONS.

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This is an unrepeated message, and is delivered by request of the sender under these conditions.

Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

65 K 4.35 pm 42 — 9 Extra
from Englewood Colo 4
Via Ottawa.
W L Mckenzie King
236 Avenue Rd
Rebent developments & make Conference
desirable a few days at the farm would

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31006 T. W. No. 1

Great North Western Telegraph Company of Canada.

CABLE SERVICE TO ALL THE WORLD.

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Z. A. LASH, President. HEAD OFFICE: TORONTO. GEO. D. PERRY, General Manager.

afford favourable opportunity it
your brother could be back for
town in a few days well if
be possible
J J Neborn

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

31007

September 25, 1916.

My dear Mr. Rockefeller:

I have delayed answering your letter of the 7th instant, wishing to first talk with Mr. King about certain parts of it in order that I might have one answer cover all points that you brought up.

I think in my letter of August 10 I must have in a measure given a wrong impression of the extent of the complaints made at the several meetings which I held with the miners. From one point of view it may be proper to say that there were many complaints made at the five meetings that preceded my August 10 letter, yet after considering the large number of men employed at the camps visited, and my general attitude, I feel that actually the number of complaints was not great. The point at which most of the complaints was made was at the Starkville Mine, which opened up only a few months ago, and where the Industrial Representation Plan was not yet clearly understood by either the workmen or the representatives, and as I look back on that meeting I consider it a most fortunate one, for it was well attended and gave us a most excellent opportunity to not only explain the features of the Plan and perhaps more fully acquaint the representatives with their duties, but to adjust in short order the complaints, none of which were really of a very serious nature, and all of which would in time doubtless have been brought to the attention of Dave Griffiths or the superintendent either direct or through the representatives. Among two hundred to four hundred workmen at each mine, made up of various nationalities, there are a good many jealousies

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

and some men who have not a feeling of confidence in their representatives. That may cause them to delay presenting their grievances until they have a favorable opportunity, though so far as we know most of these men go direct to the superintendent with their troubles.

The position I took in the meetings was that I desired not only expressions of criticism regarding our Plan, but wanted to hear any complaints that the men might have to make. I think it natural that such an attitude would bring about some complaints that but for these meetings would never have been expressed, or would have been called to the attention of the superintendent, not as a complaint but as a statement of a condition, in such a way as would have brought about a correction of the condition reported.

Mr. King and I have discussed possible revision of our method of learning about complaints, and he suggested that it might be well to have some member of each nationality at every one of the camps who would supplement Griffiths' work by informing the superintendent of dissatisfaction existing among his people. This suggestion is to some extent in practice now, and we are carefully considering its extension.

I might say that quite a percentage of the complaints made related to the housing conditions, which are being corrected just as rapidly as our forces will permit. We have had in course of construction this season 100 dwelling houses at the several coal camps, besides boarding houses, bath houses and much general work, and in addition have been doing the work ourselves on the club houses. This has kept

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT

all of the force we could possibly obtain busy all of the time. A very large percentage of the workmen appreciate what we are doing in this direction and do not complain at any necessary delay in finishing the work. A few of them, however, are more impatient and expressed themselves when urged by me to voice their complaints.

The grievance of the presddent of the recently organized local in the Berwind-Tabasco Canon should, as you state, have been forestalled. In fact, there never should arise at any mine justification for complaints of the character of that one. It and one or two other complaints at Berwind were the only indications that developed any place, of neglect on the part of mine management. The management of our Berwind and Tabasco mines has for years been much less satisfactory to us than that of any of our other properties, and in the hope of improving it we placed James Wilson, who for years had been at Morley, in charge of both operations early this year, moving O'Neil, who had been at Tabasco, down to Starkville, and making Davis, who had for a year or so been superintendent at Berwind, an assistant to Wilson. Considerable improvement has taken place since Wilson took charge of these two mines, but at the time of my meeting he had not become acquainted with and corrected all of the loose practices. I am sure that the meeting had there early in August and one I attended two weeks ago tonight have already resulted in greatly improved conditions generally, if they have not actually meant the immediate establishment of proper practices throughout in those camps. Certain is we are watching everything very closely, and will not cease that close attention until assured that the

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

local management is fully efficient.

Answering your inquiry regarding Archie Allison, I have no doubt he is still a member of the union, but he has so far shown no particular activity in its behalf. I feel sure we can count on his co-operation so long as we conduct ourselves fairly toward him and the other workmen. He showed a very active interest in the Field Day exercises at Trinidad, when the work of the representatives of the union in inducing the members of the organization to stay away was quite effective, particularly with the Berwind-Tabasco men.

Mr. King was with us a week, leaving Friday afternoon for the West. I acquainted him with all of the developments the last few months, and as he left he asked me to say to you that he was very well pleased with the situation as it exists today. I recounted the complaints and their general character, as nearly as I could remember them, made to me at our meetings and he expressed the belief that it was not at all surprising that we should have received as many as we did.

I shall hand Mr. King a copy of this letter when he stops off here on his way East.

I hope that you are getting the rest you so much needed and that you will stay away from the office for a while longer.

Yours very truly,

Mr. John D. Rockefeller, Jr.,
Seal Harbor, Me.

(Signed) J. F. WELBORN

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

October 17, 1916.

My dear Mr. King:

Last Friday morning, the 13th, some twelve or fifteen of the workmen at the Primero Mine stationed themselves at the lamp house, where all of the lamps for the inside workers are kept, and refused to allow the man in charge of the lamps to deliver or the workmen to receive their lamps. Superintendent Haske was immediately notified by telephone, and when he arrived on the scene the men who seemed to have the situation in hand pushed him away and said that the workmen were not going to be allowed to take out their lamps that day. When asked for the reason for the action taken the leaders informed the superintendent that they wanted the scales inspected, and that they wanted four men, who had been discharged a few days before, reinstated. Mr. Weitzel was at Walsenburg and Mr. Griffiths at Trinidad, and both started for Primero without delay, Griffiths arriving about nine o'clock and Weitzel a little before eleven.

As to the condition of the scales: They were tested by our man on September 21 and by a professional scale inspector from Pueblo on September 23, being found correct, and report to that effect being signed by the checkweighman, as well as by four of the workmen. At the request of one of these four men the inspector was sent for again and re-examined the scales on October 10, again finding them correct. A statement testifying to the correctness of the scales, as shown by this inspection, was signed by eight men for scales weighing coal from the west side of the

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

property and five men as to scales weighing coal from the east side. Four of these men were among the leaders who prevented delivery of lamps.

Soon after Mr. Griffiths' arrival at the mine he and the superintendent saw all of the men they could and found that no general complaint existed, and that the workmen were out of sympathy with the action taken by the small number of men, but feared entering into serious conflict, many of them not knowing just the purpose of the movement. The employees' representatives condemned the action of the leaders very severely.

When Mr. Weitzel arrived he met the leaders in the movement and asked for the reason for their action. They repeated their statement made to Haske that they wanted certain men reinstated and that they wanted the scales tested. He called attention to the fact that there had been two inspections within a period of a little more than two weeks, and reminded them of the fact that it was not necessary to shut down the mine in order to secure inspection of the scales. He then asked, "Who directed you to do this?" The apparent leader, Steve Pappas, a Greek, said, "Bob told us to do it," and when asked for Bob's surname, replied that he did not know, but that Bob had red hair and lived in Trinidad. Griffiths asked if he meant Bob Uhlich, and his response was "Yes." Afterwards at the suggestion of one of his associates he attempted to withdraw this statement.

Bob Uhlich has for years been an organizer for the United Mine Workers in Southern Colorado and, generally speaking, has been a trouble maker. From the best information we have been able to secure, he has repeatedly stated during the last few months that "when we are a little better organized we will have a strike and raise Hell."

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

The remainder of the day and a considerable part of the evening was devoted by Messrs. Weitzel, Griffiths and Superintendent Haske to talking with the men in an effort to find out if there was any general feeling of dissatisfaction over conditions at the mine, but they could find no evidence that the men were dissatisfied or in sympathy with the movement that had been staged by the small number of men.

The men whose reinstatement had been demanded were two Greek brothers discharged on October 9 for refusing to properly timber their working places and loading dirty coal after repeated warnings by the mine foreman and superintendent, and two Mexican drivers discharged for the grossest kind of carelessness that resulted in the killing of two mules. In all of the circumstances leading up to the discharge of these four men, their reinstatement was entirely out of the question. The leader, Steve Pappas, referred to before, had on the day previous neglected to re-set an important timber necessary for his own safety, in accordance with request of the mine foreman. The mine foreman visited the place the second time, calling attention to the fact that the timber had not been re-set, and later made a third trip there, when, finding that his instructions were not being followed, told Pappas that if he did not do as directed he would be discharged. Pappas then asked for his time, which was given him. Besides this man, the two Greeks who had been discharged for loading dirty coal and the two Mexicans discharged for the death of the mules, there were about ten men responsible for the interference with the operation of the mine. Their actions were not only in direct violation of the

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

law, but came under the list of offences for which discharge is justified without notice. We, therefore, discharged all of them, and, with the exception of seven Greeks, they all left the camp that evening, probably attending a union meeting at Old Segundo, announcement of which was made in the camp during the afternoon. The seven Greeks came to Mr. Weitzel, advising him that they did not want to go to the Segundo meeting. Four of these men had been employed by us for a number of years, and until recently were the best of workmen, but for two or three months last past they have been careless about taking care of their working places, have at times wilfully loaded dirty coal and in other ways have been rather defiant of the ordinary mine discipline. One of them remarked to Mr. Weitzel that they had been told by us that there was no objection to their joining the union, that after they joined the union they must do as the union leaders directed, and when they had taken that course we discharged them. This statement and the one made by Steve Pappas to the effect that "Bob" told him to do what he had done, taken with other rather significant developments, lead us to the conclusion that the movement was instigated by certain of the regular organizers and active workers in the United Mine Workers organization, and that it was done with the hope that they would be able to develop enough strength to cause a real strike unless we reinstated the men who had been discharged for cause.

As I view it, this was another move for the purpose of embarrassing

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

us and supporting the numerous statements made by officers of the United Mine Workers that our Industrial Plan is a failure. The movement, however, was a complete failure. The number reporting for work Saturday was slightly below the average, but yesterday and today we had the average force at work.

From the best of information we can secure, efforts were made at meetings held in Old Segundo Friday night, Saturday night and Sunday to lay out a plan that would prevent both Primero and Frederick working yesterday, but this was entirely without result.

Aside from this happening, everything has been moving smoothly since you left, and from our point of view I look upon this occurrence as most fortunate. It brought to light certain disturbing factors, that had in a mild way manifested themselves before, in such a manner that we were not only justified, but obligated as a matter of duty to our employees as a whole to discharge them.

I enclose clipping from one of the Trinidad papers giving its own version of the affair.

Yours very truly,

J. W. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Trinidad 31016
(Chronicle - News, Dec 14)

TROUBLE AT PRIMERO MINE IS SETTLED

Thirteen Men Discharged, Union Official Violated Law and Then Called a Strike

BOTH SIDES HEARD

With the discharge of 13 men who took part in the raid of the lamp station at Primero early yesterday morning, and which was incited by Steve Pappas, president of the local miners' union, who had previously quit rather than conform to the law and timber working places, the difficulties at the mine have been smoothed out and the mine is working today, after a temporary setback yesterday.

C. F. & I. company officials, including General Manager E. H. Weitzel, made a thorough investigation yesterday, heard both sides fairly, and the result was that there is no trouble now and likely to be none. It appears that the trouble was due entirely to the stubborn conduct of an agitating union officer who would not himself conform to the rules of safety in coal mines and when confronted with the proposition of obeying the law or quitting, he did the latter and then organized a bunch of his friends and "started something."

It seems that Pappas, upon whom had been conferred the honor of president of the local union at Primero, immediately became obessed with self-importance and figured he was bigger than the coal mining industry. When he declined to timber working places he was in violation of the law, and when he called or sought to call a strike of the miners he was violating the law laid down in the state industrial commission, which body must be given 30 days' notice of intention to strike. Pappas led his men to the lamp station yesterday morning, took possession of it and kept the men from getting their lamps to go to work.

The officials of the company demonstrated, however, the advantage of a fair examination by hearing both sides and taking such action as they deemed the circumstances and conditions justified.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31017

Ottawa, October 21, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

I have received this morning your letter of the 17th instant. From the circumstances as reported, it seems to me that the course taken was the only possible one, and will no doubt have beneficial results in the long run.

I do not think that the occurrence reported is one which there is any necessity of bringing to Mr. Rockefeller Jr.'s attention, at the present time, seeing that matters have been satisfactorily settled and that nothing of concern to him is likely to grow out of it one way or the other. Unless, therefore, I hear that you wish to have your letter to me passed on, I shall say nothing about the matter, for the present at least.

Thanking you for your kindness in writing me so fully, I am,

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Personal

Ottawa, October 23, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

My dear Welborn:

You may remember we considered together the wisdom of having employees notified in writing of their certainty of discharge on the repetition of any offence so far as that could be done without destroying discipline or occasioning too much difficulty. Reflecting on your letter of the 17th instant, I have been wondering whether the two Greeks who ~~have been~~ were discharged for loading dirty coal and the two Mexicans discharged for the death of mules had received any notice in writing that a repetition of their offences would lead to discharge. I notice you say that these men were discharged only after repeated warnings by the mine foreman and superintendent.

Had the situation at Primero developed into a serious strike, which it might have done, the Company would, with written notices have been in an impregnable position before the State Board or the community had the question of the discharge of these men on any ground of arbitrariness or because of their association with the Union or the like been put forward, as it certainly would have been by those responsible for the strike. The

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

mine foreman and superintendent would also have been in a much more comfortable position, as the responsibility of the strike could not have been even indirectly and maliciously placed upon their shoulders by those responsible.

I remember when we talked this matter over, while you saw the merit of it you seemed to feel a little hesitant about the wisdom of having notifications in writing under the circumstances made an invariable practice in all of the mines. I would not, of course, venture to say what should or should not be done in this connection, but I cannot help feeling that the Primero situation illustrates the wisdom of a course of this kind, and might well be taken as the occasion for seeing that the practice is strictly followed, if hitherto the custom has been otherwise.

By reference to Section 5 of Part III of the Plan, it would seem that where an offence was sufficiently serious to lead to a discharge, notice in writing to the offender would be required. It would certainly occasion embarrassment if with this clause in the Plan a strike were to take place and it were possible for others to show that this clause had not been complied with. In the cases you have mentioned, I have no doubt that the offences would come under the class that would justify dismissal without notice, and that therefore the superintendents were wholly within their rights in taking the action they did. On the other hand, if it had seemed to both

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

the mine foreman and the superintendent wise to give repeated warnings, it would seem that had one warning been given in writing that would probably have been more effective than many verbal communications so far as the behavior of the employee was concerned, and certainly worth a thousand verbal communications as regards the satisfactory explanation of a situation to the public as well as to other employees concerned.

Think this over from the point of view I am raising here, and see if you do not agree.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

October 20, 1916.

My dear Mr. King:

I have Mr. Weitzel's complete report on the interference with our operations at Primero last Friday, the 13th instant. In one paragraph of it he repeats statement of one of the discharged employees, which to my mind is rather significant as indicating the character of advice those who are solicited to join the union are receiving, and it may be of interest to you. It is as follows:

> "Later in the evening I talked to different ones of the men who were discharged, and while talking to one of the Kukulas boys I got a new line on how these foreigners look upon their relations to the Company and the union. Kukulas' statement was about as follows:
>
> 'John D. Rockefeller say be all right to join union. You say be all right to join union. Everybody say company no care if we join union. I join union, then when I do what union leader tell me I get discharged. What's matter? How we going to belong to union and not do what union say?'
>
> "I tried to explain to him that both the Company and the union had to obey the law, but it seems that these people look on the union like a military organization, and there is so much said in the meetings about fighting the Company, the only meaning they know for fight is to strike or shoot with guns, and they feel they are under obligations to obey the orders of the union leaders about the same as they would their officers if they enlisted in the army.
>
> "I felt rather sorry for some of these Greeks, as at least three of them had worked for us during the strike and had been good men up to the time when they were poisoned by the union organizers."

Should certain of these Greeks show proper penitence or regret for their course, and give satisfactory assurances that they will obey the law and the rules of the mine hereafter, we would be willing to

(over sheet. on reverse side)

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31022

Baltimore. Oct 31. 16

My dear William:

I have read with much interest your letter of the 30th. about which I cannot but be amused at the statements you quote from the report. It almost seems as if some of the officials were determined to have trouble because of the 'union' question, rather than let things go smoothly without it. The statement quoted from Rockefeller, is almost childish. It seems to me, as an explanation of trouble, assuming that the Co. has adequately placed its position as betterment in the plan before the employees. I should suppose if men are as easily influenced as that they would be half dozen foreigners and have them beg pardon at the homes of the men employed by the Co, and conduct a conversation with each man somewhat along the following lines:

"John D Rockefeller says he all right to join union. He weight say he all right to join union. Everybody say Co. no care if me join union. Mr Rockefeller mighty big man. Mr weight mighty big man. Everybody mighty big man. So long as union say "be good man, do good work, all right, Mr Rockefeller no care, Mr weight no care. Everybody no care but only leader say "no work. Strike, fight" then leader bad man, come and tell Mr weight, he big man, he get Mr Rockefeller, big man to come and help. They both protect you & your family. They no want you to strike - fight they want you to work. Mr Rockefeller want you to work be good. Mr weight want you work. be good. Everybody want you work. be good. So if union leader tell you do what wrong. be good. Then no matter, union do no harm, if union do you harm Company protect you - eh what eh ?

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

give them employment at some other mine than Primero.

In Mr. Weitzel's letter on this matter he details at some length the conversation between the mine foreman and the Greek, Steve Pappas, referred to in my former letter as the man who refused to reset a loosened mine timber. In the first conversation the Greek was insolent and disobedient, but the mine foreman left him in the hope, as he said, that after thinking the matter over the Greek would cool off and see the error of his way. However, on the last visit of the foreman to the working place of the Greek he found that the timber had not been replaced, and informed him that during the year three men had lost their lives in the mine on account of falls of rock; that all of them had considered themselves safe, and that Pappas would have to repair the timber or cease work. Pappas immediately told the mine foreman to discharge him, and finally asked for his time slip, actually quitting rather than being discharged.

Yours very truly,

J. W. Ribourn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

really some sincere view I may that I think that the only way to do with men, if they are so children as this and that some such educational process conducted on the level of their thought is necessary, and should be taken to avoid the possibly trouble. If false statement leads to such conduct, it must be met by right statements in the same alphabet. Must turn over and see if you don't agree that what is needed is an educational campaign among workers and officials alike of just what freedom in the matter of belonging or not belonging to a union, as this bill seeks is concerned. Some such thing but just more when I may think this conversation you might suggest just this course.

Re Mr Morris' suggestion - Section 2 seems to be wrong - Conciliation might act as arbitrators on some agreement made in the chamber and a view to their decision. Just some additions to the plan is that directly Morris is invited to march considering Council report thereafter.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31025
114(8)

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

October 20, 1916.

My dear Mr. King:

I am enclosing herewith a suggestion from Edward L. Norris, Fire Boss at the Cameron Mine, for an amendment to our Industrial Representation Plan, which I am sure will interest you.

Whatever one's views may be with regard to the practicability of carrying out the suggestions made by Mr. Norris, it is interesting and a source of satisfaction to know that one of our employees has given so much thought to the question of the relations between employer and employee as must have been necessary for the formulation of the ideas Norris presents.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31026

114(8)

RECEIVED
PRESIDENTS OFFICE
OCT 17 1916
ANSWERED FILE

By E.L.Norris.
Farr, Colorado.
October, 1916.

Mr.J.F.Welborn,
President Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Sir:-

I am sending you this communication for the purpose of making a suggestion to which I have given much thought, with the idea of being of some help in the development of the Industrial Representation Plan.

Suggestion: That a Code of Procedure and Rules of Practice be formulated and adopted, as an amendment to the Industrial Plan, making Compulsory Arbitration of Industrial Grievances a condition of employment in the Colorado Fuel and Iron Company mines.

As a means to this end I will further suggest the following features be incorporated.

1 All Superintendents of Mines shall assume the duties of Local Arbitrator, who shall convene a session of the Local Arbitration Court by notice requesting the presence of all employes, as often as may be necessary for the investigation and adjustment of all matters that may properly come before it, acting under such rules and regulations as may be adopted for the government of the same.

2 A written complaint signed by the Mine Foreman, stating the material facts upon which such action is based, shall accompany all dismissals or suspensions from the service of the company. The employe shall be allowed three days in which to file an answer to the charges, signed by the Employes Representatives.

3 Complaints shall be made by Mine Officials against employes; by employes against Mine Officials, not including the Superintendent; by employe against employe. Complaints by one employe against another shall be prosecuted by the Mine Officials, including the Mine Foreman, Assistant Mine Foreman, and Fire Bosses. The defense of employes as against Mine Officials, shall be conducted by the Employes Representatives. Complaints by one employe against another, shall be prosecuted by the Mine Officials, and defended by the Representatives.

4 A full and complete record of all proceedings shall be kept by the mine clerk. Appeals shall be allowed to the Superior Officials by transcript of local arbitration records.

#5 The awards of the Local Arbitrator shall be in writing, and become a part of the record.

#6 Upon failure of the person charged with an offense or breach of dicipline in any complaint, to file an answer stating the material facts upon which they rely as a defense to such complaint, within three days from date of same, the award requested in the complaint shall be granted and held to be of full force and effect.

7 The Arbitrator shall have power to compel the attendance of witnesses and assure the truthfulness of the testimony taken, under penalty of the person refusing being summarily dismissed from the service of the company.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

In offering a suggestion to ones superiors, it is obvious that some plausible excuse should be given for such action, together with a review of the processes of reasoning by which such conclusions have been arrived at, and the grounds for assuming that the remedy suggested is applicable to the condition for which it is intended.

My excuse and the motive for this effort, is a desire to prevent the exploitation of labor by radical unionists, by providing a more perfect means for the transmission of intelligence as between labor and capital, which constitute the component parts of the industrial body.

Capital, labor, and social welfare, constitute the threefold means of industrial expression, and in theory, it is inconceivable that one should be arrayed against another. All are present at the moment an industrial enterprise is undertaken, and as their relations are harmonious or antagonistic, facilitate or retard, the evolutionary processes thru which an enterprise must pass, if it would become a permanent INDUSTRIAL INSTITUTION, with fixed and just methods of operation and control that will insure the harmonious cooperation of its constituent atoms, binding them together in such manner that their interests within the organization are inseparable.

My method of analysis for the detection of deficiencies in this case, has been to attribute to the industrial body, the form and functions of a normal man, actuated by similar impulses and striving for a like objective, and with his head in the General Offices, and his feet in the working face of the mine. Then, by grouping the functions of man, with the corresponding and analagous functions of the industrial body, I came to the following conclusions:

1st. That the medium for the transmission of intelligence as between official and employe was incomplete, in that beginning at the General Office, it ended at the mine opening.

2nd. That practically all grievances resulted from inattention, and lack of sympathy at the working faces, where 99 % of them could be adjusted if given timely attention.

3rd. That from the nature of the vocation of mining, and from the fact that the duties of the Superintendent are general and administrative in their nature, officials and employes under him must stand upon their merits, and answer collectively for the performance of their respective functions.

Nothing contained herein shall be taken as a criticism of officials or employes, individually or collectively. The results of your efforts of the last two years are becoming more apparent, and regardless of local demonstrations of discontent, the plan and methods adopted by General Offices are winning, We are all, industrial or otherwise, the logical result of methods and processes, and the transition to a new order of things requires time.

Assuring you of my sincerity to be of some help in the matter discussed, the foregoing is respectfully submitted for your consideration.

Very Respectfully,

Edw L Morris

Fire Boss Cameron Mine.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Personal

Ottawa, October 23, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Welborn:

I am greatly obliged to you for letting me see the enclosed. I am not at all surprised at what it reveals. It is only the sort of thing I have been waiting for right along.

I enclose a cutting illustrative of reasoning along somewhat parallel lines, but setting forth the employer's rather than the workman's or consumer's point of view!

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, October 23, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

My dear Welborn:

Would you kindly favor me with twenty-five copies of the last Annual Report of the Colorado Fuel and Iron Company. I think I can use these copies to the advantage of the Company and its activities.

I was very pleased to receive the cutting from the "Examiner" which you sent to me. It certainly is a happy co-incidence that the Company's increase of profits has been what it has for the past year, and perhaps it is only fair that the Plan should receive some credit, as it certainly would have had to accept all the blame if for reasons quite apart from the Plan itself financial returns had been other than they have been.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31030

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THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

October 23, 1916.

My dear Mr. King:

I enclose herewith clipping from this morning's issue of the Rocky Mountain News referring to the course of instruction for aliens inaugurated by Dr. Peter Robers, which may be of interest to you.

Yours very truly,

J F Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31031

Rocky Mountain News. Oct 23, 1916.

JFW

ALIENS IN COLORADO MINING CAMPS INSTRUCTED BY ROBERTS METHOD

Instruction of aliens in the use of the English language by the method originated by Dr. Peter Roberts of New York, immigration secretary of the Y. M. C. A., has been commenced in the mining camps of the Colorado Fuel & Iron company. Improved industrial conditions, resulting from a common medium of communication, better respect for safety regulations and the ultimate Americanization of the miners by naturalization are among the results expected from this experiment.

Dr. Roberts, during a recent visit to Colorado, conferred with A. B. Minear, executive secretary of the Colorado Fuel & Iron Company Y. M. C. A., and the secretaries of the camp associations, and made arrangements to put his system into immediate operation. Instruction in several of the camps has already been started, and it will be extended to other mines in the near future. Much interest has been shown by foreign-speaking workmen in this opportunity to acquire the English language, and some already have made considerable progress.

Dr. Roberts is famous over the country for his studies and labors among immigrants. Several years ago he devised the system of teaching the English language, under which something like 30,000 foreigners now are receiving instruction in Y. M. C. A. schools and other institutions. His method is by constant repetition of simple sentences containing the words most commonly used in everyday life.

For the more advanced pupils Dr. Roberts adds studies in American history and civics, with a view to encouraging the aliens to become American citizens.

The problems faced by the immigrant and by those who seek to better his condition are many and troublesome. Dr. Roberts believes that some of the most serious of these will be solved by instructing the newcomer in the English language.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, November 21, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

Thank you for forwarding me a clipping from the Rocky Mountain News referring to the course of instruction for aliens inaugurated by Dr. Peter Roberts, under the auspices of the Y. M. C. A., in the camps of the Colorado Fuel and Iron Company.

If carried out with the right class of instructors, I should feel that this was an excellent movement, and that the effect of it would be hardly less beneficial to the Company and the country than to the aliens themselves.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31033

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.
J. F. WELBORN,
PRESIDENT.

October 24, 1916.

Dear Mr. King:

I have yours of the 21st instant, answering mine of the 17th.

I see no reason for passing my former letter on to others at this time, and am quite willing to leave to your judgment the question of repeating its contents some time when you are in New York and discussing our matters.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

October 30, 1916.

My dear Mr. King:

Mr. Chilberg has just received a letter from Mr. Drescher, our division sales agent located at Portland, Oregon, recounting an interview he recently had with a Mr. Brooks, who is manager of the Washington Union Coal Company, and an old friend of Mr. Chilberg's. The verbatim report of Mr. Drescher follows:

> "I was talking with your old friend, Mr. Ed. Brooks, of the Washington Union Coal Company, this morning and he advised me that he had heard John White of the United Mine Workers make the statement that they had locals in practically every camp owned by the Colorado Fuel & Iron Company; further, that the Company Industrial Plan was a failure, that everyone connected with the Company knew it to be a failure and that next year there would be another strike in the Colorado fields."

I have had an acquaintance with the Mr. Brooks referred to for a great many years, and have every confidence, as has Mr. Chilberg, in his statements; therefore, do not doubt that he has correctly reported remarks of John White.

This is the most pronounced confirmation we have had that the local activities have been conducted with the approval of and in accordance with policies laid out by the higher officials. It indicates a course quite contrary to the assurances I had understood those higher officials had given Mr. R. at about the time of the inauguration of the Industrial Representation Plan.

Yours very truly,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31035

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

November 4, 1916.

My dear King:

Our surprise at receiving letter from you written at the hospital in Baltimore was exceeded only by our regret that it should have been necessary for you to undergo any severe medical treatment. I hope you wont have to stay long, and that when you come away you will have left the seat of the cause of your recent nervousness.

While thinking of you in Baltimore I am reminded of the extent of the territory you have covered in America during the last few months. If you would return by way of Florida, New Orleans and Denver you would have covered the important parts of the United States and Canada on your various trips.

Again wishing you comfort and a speedy recovery,

Yours sincerely,

J. F. Welborn

Mr. W. L. Mackenzie King,
℅Johns Hopkins Hospital,
Baltimore, Md.

P.S. I will answer your letter written a few days ago from Baltimore and the one written from Ottawa just before you left there, the first of the week. Everything is running smoothly and with entire satisfaction to all.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

November 7, 1916.

My dear Mr. King:

Your letter of October 23 with respect to the serving of written notices on employees for the commission of offenses that might, in our judgment, justify discharge prompted me to check up carefully our practice, which accounts for the delay in answering it.

As I read Section 5 of Part III of the Plan, we are only expected to serve notice on employees that a repetition of offenses will result in their discharge where such offenses are not shown on the posted list, referred to also in that section, it being understood that for the commission of offenses included on the posted list dismissal may result without notice. Our practice is in strict accordance with this provision, except where it may be softened somewhat as to offenses included on the list because of extenuating circumstances.

One of the offenses included on the list referred to is that of wilfully loading bone, slate or rock in coal. However, where the loading of dirty coal is not considered wilful, instead of arbitrarily discharging a miner for the first offense we adopted a rule substantially as follows:

For first offense miner will be notified by mine foreman.

For second offense, if committed within fifteen days of the first, miner may be suspended.

For the third offense, if committed within thirty days from the first, miner will be discharged.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

This set of rules is supplemented by instructions to superintendents that, where practicable, either the miners' representatives or the checkweighman, at mines where there is one, shall be called into conference and the facts explained to them in cases where discharge is considered necessary. Under this set of rules, which modifies the provision that we may without notice discharge a man for wilfully loading dirty coal, the foremen have not always given written notice to miners, and while such occurrences as the one at Primero would seem to make written notices desirable, there are many cases where it would be better not to serve the written notice. For instance: It not infrequently happens that good miners, who are loyal, well intentioned employees, will carelessly or unintentionally load some dirty coal, and some of these men can better be disciplined by a friendly word from the mine foreman than by a written notice, which of necessity must be more formal and positive, and should be strictly lived up to. While my strongest leaning is in the direction of serving written notices in all cases of loading dirty coal, when not done wilfully, the same as we do as to offenses not on the general posted list, I am not yet sure that that would be the best plan, all things considered, but will get the views of others on the question and decide at a very early date.

The two Greeks who were discharged at Primero October 13 for wilfully--as all of the circumstances indicated--loading dirty coal

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

had been warned by the foreman in the friendly way referred to before. When the pit cars containing the foreign matter in the coal, which caused their discharge, came onto the tipple the Company weighman set them aside and called the checkweighman's attention to them. The check number indicating the miner who loads the coal is always on the inside of the pit car and not open to view until a large part of the coal has been removed. The pit car of one of these Greeks contained 4000 pounds and the one belonging to the other Greek contained 4400 pounds. The coal was assorted and each car found to contain 600 pounds of foreign matter. Before the checkweighman knew who owned the check numbers he unqualifiedly stated that whoever loaded the coal in the two cars in question should be discharged. The miners' representatives were of the same opinion after their attention had been called to the circumstances. It will be seen, therefore, that while we were fully justified in discharging these men without notice and without our action being endorsed by their representatives, we received that endorsement from both representatives and the miners' checkweighman.

As to the two Mexicans whose carelessness resulted in the death of two mules, their action came under the offense "inhuman abuse of live stock, or negligence resulting in its death," which is one of those included on the posted list and, as I see it, called for no notice whatever. In fact, if we pursued the practice of giving a man notice that a repetition of an offense which had resulted in the death of a mule would be cause for his dismissal, we would, of course,

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

weaken our rule with regard to this offense, and would make very little progress in the direction of bringing about more humane treatment of our animals. I have personally been very much interested in the care and treatment of live stock for a good many years, and, considering the entire lack of consideration for their comfort or lives on the part of certain people, I am heartily in favor of our rule on this subject.

As we invariably issue notices in writing as to offenses not included on the list provided for in Section 5, Part III, that a repetition of the same will be cause for dismissal, I cannot see that our practice is materially out of harmony with your views, for I feel sure that you do not think we should issue notices as to offenses on the list posted, after having stated in that notice that for commission of those offenses an employee may be dismissed without further notice.

If you have any further suggestions on this subject, be assured that I will be glad to have them.

Yours very truly,

S. W. Gibson

Mr. W. L. Mackenzie King,
%Johns Hopkins Hospital,
Baltimore, Md.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

November 9, 1916.

My dear Mr. King:

I have thought a good deal about the suggestion for educational work among the employees contained in your note of the 31st ultimo, written at Baltimore.

I believe the course suggested by you might be adopted with advantage among certain classes. The greatest obstacle in making it effective would, I think, come from the difficulty of securing the right kind of men to carry on the work, that is to say, men who would appreciate the importance of their work and be able to do it without leaving the impression that they were paid advocates of the Company. There is, I feel quite sure, only one class of foreigners--the Greeks--with whom such educational work would be effective and really necessary. In our past experience we have found but one man of that nationality with the discretion and integrity that qualified him for such duties, and he recently left our employ, against our wishes, to go East and possibly to return to his native land. This man was very helpful to us at a time when it was important that people of his nationality should have a correct understanding of our conditions.

We will make a canvass of our men with the view of finding some who are qualified for and can be trusted to do the work under consideration, not only with the nationality referred to, but with others, if we can see that such work will be helpful among them. I am wondering, however, what the effect on the public would be should the plan be put into operation and become generally known.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

We have in our employ now some men who on favorable occasions not only support the Representation Plan, but commend some of the Company's practices and urge friendly co-operation. These men have at times been rebuffed and accused of being Company tools on account, I suppose, of the very suspicious natures of a great many of the foreigners. We find that there are almost always two factions among the Italians, the Austrians and the Greeks where any considerable number of either nationality is employed, and no member of one faction can be effective with the other.

I am mentioning these things to give you an idea of the difficulties our experience has shown may be encountered. I shall hope to be able to write you something more on this subject before long.

The disturbance at Primero, certain features of which prompted your suggestion, was brought about primarily by a small number of Greeks, supported by a few Mexicans. Among the latter I am quite sure that educational work of the kind proposed would fail entirely of any desirable result.

Yours very truly,

J. D. Rockefeller

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

P.S. I am sending this to Ottawa, thinking that it may be too late to reach you at Baltimore.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, November 21, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

I am glad to have your letter of the 9th instant mentioning that you have under consideration the suggestion for educational work among employees respecting the relations between the Company and themselves. As your letter mentions that you will probably be writing further on this subject before long, I shall only say in reply that I hope you may be able to work out some method, either by way of A.B.C. Bulletins or by A.B.C. instruction, which will help to let each man in the Company's employ know exactly what his rights and privileges under the Industrial Representation Plan amount to. I feel sure that any plan of instruction which is genuine in this particular and is promoted solely from the object of familiarizing the employees with the Plan in its essential features, could not be other than the subject of favorable comment by the public in the event of such a plan being put into operation and becoming generally known. As a matter of fact, I should incline to feel that any course

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

which was adopted should be one which could be taken publicly so that no misunderstanding as to its exact purpose could possibly arise.

Yours sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Personal

Ottawa, November 21, 1916.

Mr. J. F. Welborn,
President, The Colorado Fuel and Iron Company,
Denver, Colorado.

Dear Mr. Welborn:

While in New York I had one or two conversations with Mr. Rockefeller, Jr. about our talks together during my stay in Colorado. I did not trouble Mr. Rockefeller with any of the communications, though I gave him a copy of the circular that was posted in the camps. Mr. Rockefeller felt very much pleased at your visits to the several camps and their obvious beneficial effects. He was naturally, too, much delighted at the splendid financial success during the last financial year and subsequent quarter.

Mr. Rockefeller will probably write you himself in the course of a few days as to his wish to resume more active touch with business affairs on his return to New York after his present stay in Virginia. As I have been a good deal off my own work of late, he will probably resume the direct responsibility of which he allowed me to relieve him for a time.

You will be glad to know that he is in first rate shape again; also that my stay at Baltimore has fixed me up

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

in better condition than I have been for a year past.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

November 29, 1916.

PERSONAL.

My dear King:

It gave Ada and me a great deal of satisfaction to read your letter of the 21st instant, in which you informed us of the great improvement of yourself and of Mr. Rockefeller. I hope you will not overdo in your work, or allow it to confine you too closely to the house during the winter. I do not need to advise you to take a horseback ride as often as you can, even when it is cold, for I know that you are as fond of that exercise as I am and appreciate its value quite as much.

I have just received from Mr. Rockefeller the letter of which he sent you a copy, advising, as you had done, that it was his intention to resume more active touch with business affairs, of which you had for some time been relieving him. A copy of my reply to Mr. Rockefeller is enclosed herewith. Copied.

We have had a great deal of nice weather the last month, yet enough snow storms and changes to make us appreciate the pleasant days, and as the storms have been frequent enough to keep the dust down the health condition of the country is better than in the dry dust times.

We managed to get a good sized turkey for tomorrow, and are to have Mrs. Welborn's sister and her family from Colorado Springs, as well as Mr. Baker, with us for the day. I wish you might also be with us. But I assume you will be spending the day with your mother, which is, of course, the proper place.

Ada is feeling considerably better recently, except for her experience with the Socialist cook about whom I think she wrote you, and is taking a party of friends up Lookout Mountain today for luncheon at an inn located near where we had supper while you were here.

With all good wishes for the season,

Yours sincerely,

J. F. Welborn

Mr. W. L. Mackenzie King,
The Roxborough,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31047

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

November 29, 1916.

My dear Mr. Rockefeller:

I am very glad, indeed, to have yours of the 24th instant, and to note that you are returning to New York fully rested after your stay in Virginia. It will give me pleasure to resume taking up with you matters concerning the Company, in which I think you will be interested, or ought to be advised about.

I told Mr. King when he was here that I considered his trip was most timely and of inestimable value to me as well as to the Company. We had the opportunity of discussing many matters of mutual interest in a way which could not have been done by correspondence. My discussions with him are always most helpful to me, and the opportunity of going over matters with him as they came to my mind, and in an informal way, was just what I most desired at the time when it was impracticable to see you.

I am keeping no copy of this letter.

Yours very truly,

Mr. John D. Rockefeller, Jr.,
26 Broadway,
New York City.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31048

December 4, 1916.

My dear Welborn:

I have received this morning your personal letter of the 29th and its enclosure. Let me thank you for your very generous references to myself which the latter contains. Your goodness of heart causes you to be more than appreciative of anything your friends may say or do, but this only makes the more pleasant any small privilege of association with yourself in matters such as those we had recently the opportunity of considering together.

I look back on my last Colorado visit with unqualified satisfaction. Your present letter casts a sort of halo around it. You need, therefore, no assurances of my deep appreciation of your kindness.

I wrote Mrs. Welborn yesterday, and she will give you such news as may be personal. I am glad to know that she has been feeling so much better and that you are all so well. Indeed I

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

wish I might have been with you on Thanksgiving Day, for in the calendar of acknowledgments for that day your home and all the hospitality extended by its members, not only to me but also to my mother and my brother and his family, held a conspicuous place. I never forget your goodness and my best wishes are with you all always.

Yours very sincerely,

W. L. MACKENZIE KING

Mr. J. F. Welborn,
Denver,
Colorado.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, April 7, 1916.

Mr. H. A. Wheeler,
Vice-President, The Union Trust Company,
Chicago, Illinois.

Dear Sir:

Mr. John D. Rockefeller, Jr. has forwarded to me a copy of your communication of the 3rd instant, in which you mention that a committee has been appointed by the Chamber of Commerce of the United States of America to make a careful and impartial investigation into the demands of the four Brotherhoods of trainmen for an eight hour day and time and a half for overtime, and kindly ask Mr. Rockefeller if I would be available to advise with this committee in its effort to determine if the time is now ripe for the introduction of legislation for compulsory investigation or compulsory arbitration.

Since my association with the Rockefeller Foundation, I have had,on one or two occasions, to consider whether I could with propriety pursue my studies for the Foundation in accordance with the spirit and method which I believed the Trustees of the Foundation would wish, and at the same time act as industrial counsellor when requested to do so.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

While believing that the Trustees would wish me to reserve for all such requests a willingness to consider them in the light of the service it might be possible to render, I have felt that where there was the slightest possibility of either my own or the Foundation's purpose being mistaken through any attitude I might assume, it was incumbent upon me not to take any step which either to the Foundation or myself might prove embarrassing.

There would be to me a very great advantage in the intimate knowledge of a critical situation which it would be possible to gain through association with members of your committee, and I am sufficiently desirous of making such contribution to the cause of Industrial Peace as may be within my power as to gladly place at the disposal of any committee such experience and information as I have, where my action in so doing is not likely to occasion misunderstanding.

I regret that I cannot but feel that serious misunderstanding might be occasioned were I to act in the capacity you have so kindly proposed. This being the case, I am sure you will agree that, not less in the interests of the studies I am engaged upon for the Foundation than in the interests of the work of your own committee, it would be better that I should not be related to its work in one way or the other.

I need hardly add that I very deeply appreciate

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

the confidence implied in the request contained in your communication to Mr. Rockefeller.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

31053

UNION TRUST COMPANY

COMMERCIAL BANKING,
SAVINGS BANKING, TRUST DEPARTMENT,
BOND DEPARTMENT, FOREIGN EXCHANGE,
REAL ESTATE DEPARTMENT.

UNION TRUST COMPANY
A BANK OF STRENGTH AND CHARACTER

F. H. RAWSON, President.
F. L. WILK, Vice Prest. — H. A. WHEELER, Vice Prest.
C. R. HOLDEN, Vice Prest. — F. P. SCHREIBER, Cashier.
R. F. CHAPIN, Secretary. — C. P. KENNING, Asst. Cashier.
A. C. BOETTIGER, Asst. Secy. — J. S. GLEASON, Asst. Cashier.
W. R. CURTIS, Asst. Secy. — E. A. HOEFT, Auditor.
H. L. BENSON, Manager Credit Dept.
FRED W. LOCO, Manager Savings Dept.
B. L. JOHNSON, Manager Bond Department.
C. B. HAZLEWOOD, Assistant to the President.

Capital and Surplus $3,000,000.00

ESTABLISHED 1868

CHICAGO April 15, 1916.

W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa,
Ontario,
Canada.

Dear Mr. King:

Your letter of the 7th inst. came in time to be presented to the Railroad Committee of the Chamber of Commerce of the United States at the meeting here in Chicago on the 10th inst.

Your decision not to participate as adviser to our committee was received by the members of the committee with extreme regret, for while in the first steps of our work, dealing alone with the question of the threatened strike and not with processes for averting similar happenings in the future, there would be little need for your co-operation, nevertheless, when our committee reaches the point of considering permanent legislation for preventing strikes or lockouts in public service corporations, we know that your counsel, born of your experience in Canada and your later studies, would be of greatest value.

We have no doubt that your decision is wise, but relying on your great interest in the present situation in the United States we assume that an informal conference with the secretary of our committee, or one of the members, might not raise the same barrier that is raised in your mind by the thought of counselling with the committee as a whole.

Very sincerely yours,

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31054

Ottawa, June 28, 1916.

The Editors,
"Who's Who",
4 Soho Square,
London, W., England.

Dear Sirs:

Mr. W. L. Mackenzie King is obliged to you for allowing him to see the enclosed proof sheet. He would further appreciate it if in your next issue you would have the emendations made which he has indicated.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Memorandum sent to Editor of "Who's Who",
June 28, 1916.

KING, Hon. William Lyon Mackenzie, C.M.G., 1906; M.A., LL.B., Toronto; Ph.D., Harvard; F.R.S.C.; b. Berlin, Ontario, Canada, 17 Dec. 1874; e. s. of John King, K.C. and Isabel Grace Mackenzie; unmarried. Educ.: Winner of Blake Scholarship in Arts and Law, University of Toronto, 1893; Fellow in Political Economy, University of Chicago, 1896-7; Fellow Harvard University, 1897-1900; Deputy Minister of Labour, Canada, and editor of the Labour Gazette, 1900-8; Registrar of Boards of Conciliation and Investigation, 1907-8; M.P. (L.) North Waterloo, Ontario, 1908-11; P.C., (Canada), 1909; Minister of Labour of Canada in Laurier Administration, 1909-11; Pres. The General Reform Assoc. for Ontario, 1912-14; Secretary Royal Commission Industrial Disputes in British Columbia, 1903; Chairman Royal Commission conditions of employment of telephone operatives, 1907; Royal Commissioner to inquire conditions of cotton mill operatives; represented Canadian Government in England on question of false representations to emigrants, 1906; again on subject of Immigration to Canada from the Orient, and Immigration from India in particular, 1908; Representative of Canada to Government of India on same subject, 1909; Commissioner to adjust claims of Chinese and Japanese for losses in anti-Asiatic riots in British Columbia, 1907-8; Royal Com-

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

missioner to inquire into causes of immigration to Canada from the Orient, 1908; Many times Government Conciliator in important industrial strikes; Author of Legislation in Canada on Industrial Disputes; investigation of Combines and Trusts, Industrial Training and Technical Education, etc. President, The Canadian Club of Ottawa, 1904-5; one of the British delegates on International Opium Commission, Shanghai, 1909; Fellow Royal Soc. of Canada, 1910; organized Canadian Association for International Conciliation, 1913-14; appointed Director of Industrial Relations Department of the Rockefeller Foundation, 1914. Publications: The Secret of Heroism, 1906; special Government reports. Recreations: country and woods. Address: Ottawa, Ontario. Clubs: Rideau, Golf, Ottawa; Ontario, Toronto; Century, Harvard, New York; and Harvard, Boston.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

31057

Ottawa, March 8, 1916.

Mr. C. McAllister Willcox,
Managing Director, Daniels & Fisher, Limited,
Denver, Colorado.

Dear Mr. Willcox:

I was very pleased to receive a copy of the Rocky Mountain News of February 28th, containing Rev. Mr. Burton's splendid article on the welfare and efficiency work carried on in your large departmental store. I still recall with much pleasure the talk I had with Mrs. Venard concerning the work, and what I saw of it. I am glad to have this printed statement as a supplement to a typewritten memo I made for myself at the time.

Your firm is, I think, to be congratulated upon what you are doing in the way of protecting and advancing the interests of the young women in ~~your~~ their employ, and all the more because you recognize in this service 'good business' rather than philanthropy.

With kind remembrances,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31058

"The Secret of Heroism" ✓
Mackenzie King ✓
Williams, J.E. ✓

Ottawa, January 23, 1916.

Mr. J. E. Williams,
Streator, Illinois.

My dear Mr. Williams:

I have waited until today to thank you for the booklet you have so kindly sent me, that I might read it through the second time before writing, and also have the quiet of a Sunday morning in which to express my appreciation of its contents. It is truly "the Story of a Perfect Love" but it is also "A perfect Story". I have read nothing on dumb creatures that so perfectly portrays the vision of which many are conscious but so few see, that so adequately explains the attachment and the love we ourselves feel for them, and that so beautifully relates their lives and ours as expressions of the Infinite Love that sustains Creation.

As I read this little story the second time this morning, by the side of a window banked with flowers into which the sunlight poured its radiance, I felt that if you were here to enjoy this added beauty with me, you would carry your thought of immortality as Shelley did, to the mystery that lies behind the inspiration these silent life-expressing, soul-refreshing ministrants bring, and say with him, whether of Bob, or flower or leaf,

"For love, and beauty, and delight,
There is no death, nor change; their might
Exceeds our organs, which endure
No light, being themselves obscure."

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I cannot be too grateful to you for sending me this little book, nor to our friend, Miss Reid, for requesting you to do so. Perhaps it is a poor return for your kindness, to send you a little memoir of a friend I wrote some years ago, but Lord of the United Mine Workers told me once that Miss Reid had spoken of or lent this book to him, so I venture a copy to you trusting still to her good offices in case of need. It reveals a little of the spirit which lay behind the creation of the Department of Labor in Canada and its early beginnings.

Again I should like to thank you for "The Passing of Bob", which I value for what it brings of the Light in which you dwell and of the immortal vision which is yours.

With very sincere regard, Believe me,

Very sincerely yours,

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
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31060

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Feb 14/16

Labour Unions
Industrial Relations
"The Secret of Heroism"
Williams, J. E.

Dear Mr. King:

I have defered answering your most gracious and Kindly letter until I could finish "The Secret of Heroism", which has been made difficult by many calls from home or arbitration and state commission trips.

It has been peculiarly grateful reading because in many pages I caught the aroma of my own youth, my young hopes and aspirations; for apparently your friend was under the influence of the same English radical ideals in literature, politics, and religion. For his heroes were mine, and forty odd years ago as boy and man I worshipped at the shrine of Carlyle, Ruskin, Mill, Tyndall, Arnold, George Eliot et al and absorbed the spirit of the British culture of that period. Moreover, my associates were all British miners, the labor aristocracy of the north, sturdy Northumbrians, the protagonists of the radical uprising in labor, politics and religion - pioneers who led the trades union battles, who sent Tommy Burt to Parliament, who fought beside

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Charles Bradlaugh and Annie Besant in the Secularist debates of the time. Through them I came to know Mr. Burt, who visited me here, and I him in Newcastle.

When I read your book I find it saturated with these ideas, and the warm pulses of youth are momentarily revived and I feel the surge of old-time enthusiasms. Through them I understand you and your friend and the motives that animated you in your entrance on public life and your hopes for the labor movement in Canada. I know them because I have experienced them; they are my own spirit working through other media.

And these are the deepest realities I know. When I feel my own heart throbs in another; when I feel him glow in response to the same stimuli; when I sense him thrilling with the same nerve currents; the same images, ideals, visions flooding his mind, the same exaltations uplifting his soul; then I know there is a oneness, a unity, that binds us that is deeper than Time or Space.

For these ideas and ideals are the most intimately vivid and vital realities that we experience. They attest their own worth, and

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

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need no other witnesses. They are our very selves, the most precious and eternal essences of us. And yet they are more than ourselves. They have animated countless other selves before us, and will go on vibrating in others as long as a medium of communication exists. Thus the spirit of Matthew Arnold lives on in your friend, you incarnate him in this book, and Miss Reid writes me: "The reading of "The Secret of Heroism" turned me to Matthew Arnold".

The spirit of humanity flows down through the ages, and each individual is a drop in the stream. The drops may be reabsorbed in the ocean; but the spirit is immortal. I have no objection to the thought of the drop crystalizing and remaining isolated forever; but I think it a poor and barren conception of immortality as compared with that of the spirit. Certainly I would not care to stake the motives, the issues, of a life on its perpetual individuation.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31063

I thank you for this human document, revealing no less the soul of its author than of its subject. As I read of your future work I shall be glad to think that I understand something of the motives and ideals that animate you, and I sincerely hope you may be able to maintain your enthusiasms undimmed by the many ugly and sordid contacts you will be unable to escape in the world of affairs.

I am enclosing a little addition to the literature of collective bargaining. I like to think of it as an invention, a construction, likely to be of practical use - a sort of advance statement of the ends sought by a trade agreement.

Very Cordially Yours

J. Williams

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

Ottawa, February 23, 1916.

Mr. J. E. Williams,
Streator, Illinois.

Dear Mr. Williams:

I have been long in writing to thank you for your all too appreciative letter of February 14th, and to tell you with what interest I have read your "Industrial Pact of Peace".

It is deeply gratifying to me to find that your large experience wholly confirms the point of view which such experience as I have been privileged to have in dealing with industrial problems has made more and more apparent, namely, that it is not so much the economics as the ethics of the problems which arise between employers and employees that are matters of profound concern, and that whatever induces good will is likely to be more effective than all else in making enduring harmonious relations between the parties in industry.

I am not at all sure that it would not materially assist in making collective bargaining more attractive to employers, more valuable to labor, and more generally appreciated by the public, if every agreement were preceded by some such helpful interpretation of its purpose as the one which you have prepared as a model. We are inclined to err, in most of our contracts, on the side of eliminating phraseology which helps to give them a human interest.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am glad that the little memoir of my friend Harper has given you the pleasure it has. Odd as it may seem, your appreciation of our feelings together has revived in a very real way the remembrance of them. So much for the one spirit that underlies and helps to unite us all.

I am hoping that it may be possible for me to get to Chicago and the West some time in the next few months. Instead of a hurried hour or two, we must share a day or more together.

With kindest regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

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31066

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Apl 2/16
Industrial Relations ✓
Williams, J. E. ✓
Mackenzie King ✓
Economic Policy ✓
to King at University ✓

Dear Mr. King:

I think I mentioned to you the early associations which turned me to the study of economic problems. My article of yesterday refers to those experiences, and the memories they left. The subject may interest you and I enclose a copy.

Very Cordially Yours
J. E. Williams

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Fancies of Fabius

Being the Observations and Reflections of an Opportunist

Recorded By J. E. Williams

How I Saw the Crush of a World

A School of Science.

About thirty-five years ago there was a School of Economic Science in Streator. Its chief teacher was Prof. William Staney Jevqus, an English scientist, who was perhaps best known by his theory of the relation of sun spots to the periodicity of industrial crises.

There were other teachers. An illustrious line from Adam Smith down through Ricardo, Jeremy Benthham, the two Mills, the Cairds, finishing up with Marshall, were more than casual visitors. The orthodox school of economists dominated the faculty, though I well recall "Tammas" Caryle shoving his ugly mug through the door, making faces at the "professors of the dismal science," and throwing verbal brickbats like "anarchy plus the constable" at their pet theories. The dignified John Ruskin would once in a while hurl his more polished javelins at the faculty, and occasionally Karl Marx and Ferdinand La Salle would take a shot at them.

But in the main the classical school held the centre of the stage in Streator, and barring the sparks struck by the clashes of these heretics, the teaching was sound and orthodox according to the accepted Manchester theory.

The students were English, Welsh and Scotch coal miners, leaders in the trade movements of the time, who conceived the unusual notion that as leaders they owed it to their comrades to be well informed on the subjects they professed to deal with. And so it came to pass that Streator had in those early days more economic experts than it has had since, and they kept up their studies long enough to have earned degrees if the School had been empowered to bestow them. But most of the potential Ph. D.'s never got beyond the University of Hard Knocks, though a number rose to high positions in the science and industry of mining.

* * *

The Crystalline Sphere.

But what remains in memory from those years of study is the impression of the wonderful economic world that was pictured to us by our teachers. Looking back at it from this distance it seems like a beautiful crystaline sphere, in which all the objects moved about in a fluid medium subject to immutable and unvarying laws. The chief divisions of the sphere were Land, Labor and Capital, and their corelatives were Rent, Wages, and Interest. Among these objects moved a pallid automaton called the Economic Man, pulled hither and thither like a puppet by the strings of Supply and Demand, and motivated by Enlightened Self Interest.

According to the doctrine of the time the chief duty of man was to keep this beautiful sphere as nearly like a vacuum as possible, so that these impersonal and irresistible laws might operate without hindrance in a highly rarefied medium. Hence the dictum "laissez-faire," or let alone, became the eleventh commandment of economic science, and "don't interfere," "keep hands off," became the sum of economic and political virtue.

* * *

Herbert Spencer Looks In.

These purely abstract teachings of political economy received a great impetus from the new science. Herbert Spencer broke into our circle with his interpretation of the "survival of the fittest," and ridiculed the notion of such a pigmy as man trying to direct the course of evolution. How he derided the "world tinkers," and "creation menders," and how he demonstrated that the only reform laws that were any good were those that repealed other laws. Spencer would have wiped out our entire school system, and turned the children over to the care of their parents; such was his devotion to "non-interference," which was the fetish of the time.

It was about this time that Henry George's world-shaking book appeared, "Progress and Poverty," and in our little school it nearly upset the foundations of our faith. But, only seemingly, for, after granting the absorbtion of the unearned increment by the state, it was found that George was as thorough going a "laissez-faire" man as the most orthodox of his opponents.

And so we had our wonderful crystaline sphere, our beautiful soap bubble, in which our rarefied concepts moved as in vacuum: and the only danger to this best of all possible economic worlds was that ignorant and meddlesome men should dare to lay profane hands on this holy of holies, and interfere with the operation of its beneficient laws.

* * *

The God of Efficiency.

Where is this wonderful crystalline sphere today?

It is smashed to smithereens.

It has long been in process of disintegration, but the world war gave it the final smash. Not alone are the idols of Rheims and Louvaine broken, but gone, too, are the idols of the market place, those thin ghosts of economic theory much harder to hit than images of stone or bronze.

Even before the war Germany had exploded the myth of laissez-faire and non-interference with trade, and had butted into the business game all along the line. She made short shrift of free trade, of individualism, of supply and demand, and all the shibboleths of the past behind which the instinct for predatory plunder had justified and shielded itself. Instead of the Buddha with folded hands she had erected a new god, and she named him Efficiency. Instead of erecting an altar to Inertia and Drift, she had canonized a new saint — state control—and this saint let nothing escape his Argus eyes or masterful hands. No longer were the currents of trade to be subject to some mysterious and inscrutable economic law; but they were to be controlled by an inflexible will in the interest of a definite national purpose. How easily the huge bluff collapsed the remarkable success of Germany attests.

* * *

The Unkindest Cut.

But the unkindest cut of all came from England—England the home of Adam Smith, the birthplace of political economy.

Here the bubble of the crystalline sphere was blown, here its mechanics were devised, and its working parts planed, trued, oiled, and fitted with logical precision into the structure. Here were its high priests, its temples of worship resounding with the praises of the middle class millions who had grown rich in its service.

Now what do we behold?

The bubble shattered, the idols broken, and Lloyd George going round among the ruins like some vengeful Wotan with his hammer upraised looking for another economic table of stone to break.

And the secred relics, where are they? The inviolability of property, of prices, of profits, of wages, of inheritances? Not one but has suffered from the profane hands of parliament. The proud dominion of the Lord of the Vacuum has been invaded, and the impertinent meddlings of "world tinkers" and "creation menders" are now supreme where once ruled the gods of inertia and non-interference.

* * *

The Passing of a World.

And I stand amid the ruins of my former world like Macauley's fabled New Zealander standing on London Bridge looking at the debris of the metropolis.

Hardly could it be expected that in the span of one man's memory would be seen such an overthrow of what seemed the most triumphant monument of the human intellect.

The whole theory of the making and exchanging of wealth lies smashed at our feet.

What shall we put in place of it?

Will we go back to it after the war is over?

A return seems impossible: to go forward is a leap in the dark.

If we do not return to unrestricted competition as the ruler of business, if we abandon free trade and non-interference as the guide of action, what shall we substitute for it?

* * *

The New God, Control.

To these questions there comes but one answer, but it comes with a thousand voices. And all these thousand voices say:

We must have Control.

We must have Control, and again Control, and yet again Control.

No longer will we bow down to the gods of drift, of inertia, of helplessness. In place of worshipping the blind idols of chance and nonentity, we will inaugurate the reign of human will, of human intelligence, of human purpose. We will seize the instruments of control in the city, the state, the nation, and we will guide the economic world in the interest of a high human purpose. We will bind the predatory giants of trade, we will compel the strong man to divide with the weak, we will coerce the lazy to share the burden with the industrious. We will inspire each man to so love his brother that he will prefer his brother's good to his own, we will so alter his scale of values that the captain of industry would rather work for society than for himself, and we will so change the heart of the politician that he will be willing to give up his job to his rival if thereby the state can be benefited.

* * *

An Old God Laughs.

And then I heard a mocking laugh It was the old god of Enlightened Selfishness revisiting the pale glimpses of the moon.

"Yes," he laughed with sardonic glee, "when you do these things you can replace me by Control. But how many in your boasted republic are fit for Control now? As well put a bunch of babies to run the solar system. Ha! Ha! Good-bye—till you call me again."

FABIUS.

PUBLIC ARCHIVES PUBLIQUES
CANADA
W. L. Mackenzie King Papers
Volume 35

31068

Ottawa, April 5, 1916.

Mr. J. E. Williams,
Streator, Illinois.

Dear Mr. Williams:

I have just concluded reading your interesting and inspiring article. If you could see some of the manuscript notes and jottings lying about my table, you would be able to appreciate just how interesting and inspiring it is.

My reading on Economics has been much the same as your own, the works prescribed in most up-to-date courses on Economics in our universities; the influence of the thought of the laissez-faire school, the same; as also my observations of the social programmes of Germany and England. It was but natural, perhaps, that this should be so, but what appeals to me most in your article is that out of the same experience I seem to have come to, or perhaps I should rather say I have retained through it all, my belief in the divine nature of human life and its ever-widening freedom the supreme aim of existence. That this end is to be attained by an ever-widening measure of control is another conviction. How to insure intelligent and disinterested service toward this end is, of course, the problem. The fact that we have selfishness to reckon with makes the task seem hopeless, but perhaps this

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

great world war is helping us to realize whither selfishness ultimately tends, and out of it the world may get some clearer perception of the significance of service.

When I am a little farther along with the thesis I am working out, I shall hope for a chance to come and talk it over with you, for our minds, I can see, run in the same grooves, and I should feel grateful for an opportunity to compare experiences and also convictions with yourself. Meanwhile, I hope you will continue to send me any observations and reflections of your own upon what is fundamental in industry and life.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

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Apl 16/16

Labour Disputes ✓
Industrial Relations ✓
International Relations ✓
Williams, J.E. ✓

Dear Mr. King:

I want to send you the enclosed story of the new 3-year agreement of Hart, Schaffner & Marx, so won't wait to answer your fine letter at the length it deserves. I appreciated it though. You will see we have done a good piece of work here.

Very Cordially
J.E. Williams

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31071

The Fancies of Fabius

Being the Observations and Reflections of an Opportunist

Recorded By J. E. Williams

An Epoch Making Labor Settlement

A Crowning Experience.

La Salle Hotel, Chicago.

I have had my crowning experience as a labor adjuster. I have this week had the privilege of assisting in the consummation of a labor agreement in which the most radical and fundamental issues were disposed of: the negotiation of a settlement in which not the faintest suggestion of militancy or force was made by either of the parties to the agreement.

It was something new in the labor world.

It was a triumph of the spirit of reason and good will.

Picture if you can a series of conferences of a score of workers and owners or their representatives, lasting over several days, in which burning questions were discussed and decided—questions involving increase of wages, reduction of hours, improvement of conditions—and all without an angry word, a sharp retort, or an antagonistic attitude.

And remember that on both sides there were men who only five years ago had given Chicago the fiercest labor battle in its history; men of keen minds, of resolute wills, of determined devotion to the causes and interests they had at heart.

These fierce fighters of five years ago had not suddenly become mollycoddles; they were not peace-at-any-price men.

Why had they now become industrial pacifists?

Why had the labor leaders abandoned the threats, the bluster, the defiance which often characterizes their attitude in other situations?

Why had the employers given up the flinty-faced obstinacy, the scarcely concealed contempt and bitterness which often marks their attitude toward union and labor leaders?

* * *

A Wonderful Change.

To answer these questions adequately would be to write the history of the Hart, Schaffner & Marx agreement for the past five years. It would be to record the passing of the old antagonisms based on ignorance and misunderstanding, and to note the coming of a new sympathy, a new co-operation, based on a new and growing perception of a mutuality of interest and purpose. It would be to write down new appreciation of men and motives on both sides, an appreciation born of stern contacts, and hand-to-hand grips with each other in the daily encounters of the industrial struggle.

Even while representing different views of policy I found the leaders on both sides speaking enthusiastically of each other. Said the general manager of Hart, Schaffner & Marx, to me, speaking of the President of the Amalgamated Clothing Workers Union:

"That man Hillman is a wonderful genius. If he only had been educated in the English language, what a speaker, what a writer he would have made! There's no height he couldn't have reached. Even at that he's a wonder, and beyond his supreme talent in leading men he has a quality that is even more remarkable. That is his absolute integrity. He is the squarest labor leader I have ever known. He is one hundred per cent straight."

* * *

The Will to Agree.

The same appreciation was shown in degree to the leaders of lower rank, and by them reciprocated in hearty good measure. One said to me:

"Isn't it wonderful, the rapidity with which we are settling our problems? Why the hardest nuts we have to crack seem to have become the easiest." And I answered:

"Frank, it's because both sides want to agree. When each side wants to give the other all it can, difficulties become easy. If each regards the other as a friend it will be eager to further its interests as far as it can without too great sacrifice of its own—just as one friend would act toward another in social life. Hate, fear, suspicion create difficulties and magnify mole hills into mountains. If opponents don't want to get together, they can find a thousand logical reasons for not doing it, and make them as irrefutable as the propositions of Euclid. The great solvent of differences is the will to agree. There are more industrial battles due to conflict of wills than to conflict of interests."

The will to agree! That's the secret of the Hart, Schaffner & Marx settlement. True, there were powerful, practical, interests urging for a prompt and pacific settlement. But those interests might not have been cogent enough to smooth down the angular corners of conflict without the reinforcement of the will to agree.

And that will to agree was something more than a vague and vapory sentiment. There was something in it that moved both parties to a regard for something better than the interest of the moment. There was a dim descrying of a larger purpose, a nobler vision, a truer end than that of a temporary advantage. There was a consciousness of responsibility to the future, there was a sense of loyalty to the industrial scheme which the Hart, Schaffner & Marx movement represents, and there was a willingness to subordinate small and selfish gains that the larger good might be realized.

And the impetus of the larger motive carried us through the dangers of controversial dynamite, without the usual bluff or bluster, without mention of strike, without even the suggestion of arbitration. We simply talked ourselves into a common understanding and agreement, and both sides are better friends from the experience and are happy over the result.

* * *

Union Fit to Be Trusted.

There were those among the disbelievers in collective bargaining who foresaw the rupture of the Hart, Schaffner & Marx agreement in this settlement.

There were those who believed that the union, after its five years of solidarity, would use its power to throttle the company.

There were those who prophesied that the union could not restrain its people in the presence of a war boom labor market, and that a time contract based on these inflated war prices would be insisted on by its people.

All these expectations were negatived by the result. Five years of power, instead of making the union arrogant, has only given it a sense of restraint and responsibility. It has proved, that guided by honest and intelligent leaders, the workers may be trusted with power, that industrial democracy is not a dream but a potential reality.

The union made no extravagant demands, and was willing to modify those it did make when reason and justice required it. It was evident that the labor situation in the country justified a request for an advance of wages and a reduction of hours. The company was willing to meet the request more than half way, and had the rare wisdom not to give grudgingly what it ought to give, or to haggle over every cent granted. After conferences had disclosed the respective expectations of the parties it was seen that ten per cent would be a moderate but satisfying advance, and the company gave it without further bargaining or argument.

Similarly with the question of hours. During the term of the contract there had been a tendency toward a reduction from a 52-hour to a 50-hour week. The company met it by the acceptance of a 49-hour week, and the union modified its demand for a 48-hour week and concurred.

* * *

Highest Upreach of Unionism.

And now I have to record what is to me the most remarkable feature of the whole settlement. Instead of taking the ten per cent advance and applying it horizontally to all workers alike, the union has made the unheard of demand that it be permitted to distribute the ten per cent in such manner as to more equitably compensate the poorly paid workers. That is, they want to give most of the benefit of the advance to those receiving the lowest pay, so that the inferior sections may possibly be raised twenty per cent while the higher paid sections may receive only five per cent—if equity requires it.

Consider what this means. It means that the stronger and more skilled workers are voluntarily denying themselves of an equal share in order that justice may be done their more needy brethren.

It means, too, that we have a union here so highly developed that it is able to devote itself to ideal aims, and is strong enough to enforce these ideal aims on selfish and rebellious members—should there be any.

Will any one say that a union that is able to rise to this height of self-discipline, is dangerous or unfit to be trusted with power? Will any one pretend that such a union is incapable of self-control?

* * *

More Than a Personal Tribute.

Two outstanding points in the "demands" are striking evidences of the successful working of the scheme as a whole. Point No. 2 in the two score or more demands presented by the union is as follows:

"The Trade Board and Board of Arbitration shall be continued as now constituted," and the fifth point calls for the continuation of the preferential union shop."

As chairman of the Board of Arbitration the demand for a continuation of this board as now constituted is not only personally gratifying to me as indicating the confidence and good will of the workers, after all these years of trials and decisions for and against them; but I feel it is something more than a tribute to any individual or group of individuals—it is an eloquent and irrefutable testimony to the workability of the arbitration scheme. If the arbitration and mediation principles will work successfully in the administration of so highly complicated an industry as this, there is no good reason to doubt that they will work anywhere, if applied in the same spirit.

* * *

Meaning of the Experiment.

And that, after all, is the chief significance of the Hart, Schaffner & Marx scheme. If it be argued that this experiment has been tried under ideal conditions—idealistic employers, conscientious and capable labor leaders, wise and experienced administrators and arbitrators—it may be answered that prophetic experiments must always be tried under good conditions before they can be approved or condemned.

If successful they can then be tried elsewhere, and the five years success of this experiment now becomes a challenge to forward looking workers and employers who want to take the first step in the journey toward industrial peace.

Will they accept the challenge or continue to drift no-whither in the bottomless bog of anarchy?

FABIUS.

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CANADA
W. L. Mackenzie King Papers
Volume 35

31072

Ottawa, April 27, 1916.

Mr. J. E. Williams,
Streator, Illinois.

Dear Mr. Williams:

I regret that, being about to leave on a brief Easter vacation just at the time your letter of the 16th and its enclosure came to hand, I did not have the opportunity of making the immediate and ready response which, had I been able so to do, the reading of the article itself would have inspired.

Though a little late in extending my congratulations upon the agreement effected through your instrumentality between its workers and the Hart, Shaffner and Marx Company, they are none the less cordial and sincere. You are doing a work than which there can be none of greater possible service to the world. To point the path to peace in industrial affairs is to assist in educating mankind in an appreciation of the only sure road to international peace. That is why I feel that you and I - if in the interests which we have at heart you will allow me to group myself beside you - have reason to enjoy a secret happiness which few men in the world can know. If along with others we can help to show that industrial peace is founded upon reason, confidence, and good-will, and not upon

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

methods and devices too complicated for the humblest to understand or the poorest to use, we shall be helping to lay the foundations of the only basis on which an enduring peace, whether in industry or in the State, can be reared. I am glad you have had this gratifying tribute to the power of the spirit which has underlain your work of the past five years, and that you have now before you the promise of its wider spread through a beneficent example.

With heartfelt congrulations and the best of wishes, I am, with very sincere thanks for your kindness in acquainting me with this settlement,

Very sincerely yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
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31074

May 10/16

Dear Mr. King:

Perhaps you will be interested in the Peace Celebration on account of the renewal of our agreement. Which I enclose. We had a banquet of 300 leaders and guests in the evening in honor of President Hillman. It helped to cement the good feeling.

Yesterday a parade of striking workers from other garment factories saluted the Hart Schaffner & Marx house in passing with cheers.

Truly "peace hath its victories"

— — —

Very Cordially
J. E. Williams

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31075

The Fancies of Fabius

Being the Observations and Reflections of an Opportunist

Recorded By J. E. Williams

A MEMORABLE PEACE CELEBRATION

A 300-Foot Speech Range.

I had the privilege—and the embarassment—this week of making a speech in the Auditorium, Chicago. It was a mammoth gathering, the vast space packed to the roof, and hundreds turned away. As I stood on that platform and looked upward toward the distant galleries they seemed miles away; it seemed as if it would be impossible for the human voice to carry so far. And so it proved; for after an hour of speaking and singing the upper galleries began to thin out, for they couldn't hear anything except the marvelously penetrating voice of Jennie Dufau, the grand opera prima donna, who was one of our singers.

I had foreseen the vocal strain and had prepared a brief speech, all compacted into short phrases, which I felt I could hurl out at the top of my voice and drive them to the top galleries as if from a machine gun. Those sitting beside me assured me my vocal salvos were effective because they felt "the echo come back."

But, even so, such an effort was very unsatisfying, for such "hollering" throws one quite out of character, and makes him seem aggressive, self-sertive, and bullying in manner, when he would prefer to be quiet, conciliatory and persuasive.

The occasion was the celebration of the renewal of the Hart, Schaffner & Marx agreement, a labor jollification over the triumph of the spirit of peace and concord. Rather a new thing in the labor world, don't you think? And one quite worthy to be noted as an important and significant event in the history of labor and capital. The people paraded to the auditorium thousands in number, with a dozen bands, and hundreds of banners flying; the hall was gaily decorated, and the best musicians in Chicago lent variety to the programme. Among the speakers were those prominent in the peace movement being celebrated, such as Clarence Darrow, James Mullenbach, W. O. Thompson, general counsel of Federal Industrial Relations Commission, President Sidney Hillman, and others.

Perhaps I cannot better give an idea of the meaning and significance of this memorable event than by reproducing the words I delivered at the maximum power of my voice across the three hundred feet of space that separated me from the farthest auditor. This is what I shouted:

* * *

A Message of Congratulation.

"Friends and Fellow Workers:—

"We are met here today to celebrate an event that will be memorable in the annals of industry. An eminent captain of industry, hitherto arrayed on the opposite side, writes me: "You are to be heartily congratulated on the outcome of these negotiations and I believe that it marks the beginning of a new era."

"Another, still more eminent as an authority on industrial progress, writes: "You are doing a work than which there can be none of greater possible service to mankind. To point the path to peace in industrial affairs is to assist in educating mankind in an appreciation of the only sure road to international peac.'

"This, then, is the cause of our rejoicing here today. Not alone for the increase of ten per cent in wages, not alone for the reduction of hours from 52 to 49 per week, not alone for the many improvements in our agreemnt, important and valuable though these be; but because of the consciousness that we are participators in a movement larger than ourselves, larger than the interests of Hart, Schaffner & Marx or their employes; a movement that is sweeping on with accelerated pace to the recognition of the right of the laborer to representation in the government of industry, and to the establishment of the only sure ground for industrial democracy and industrial peace in society.

"I salute you as the pioneers in the vanguard of this great movement.

"I congratulate you on successfully passing the fifth milestone of the journey toward your supreme goal.

"I congratulate you on your wise, capable and conscientious leaders, through whose splendid efforts your achievements have been made possible.

"I congratulate you on your liberal and broad-minded employers, whose whole-hearted co-operation has made it possible for you to devote yourselves to constructive policies, and not waste your strength in a constant battle for organized existence.

"I congratulate you on the difficulties and complexities of your work, with its daily variations and vexations, whose constant adjustments have educated you as no course in political economy could have done; which has transformed your leaders into industrial statesmen, and has made of you fit citizens of a self-governing industry.

"I congratulate you on your success as pioneers in the untrodden paths of industrial law, on the establishment of courts and procedures that will be copied far and wide and will be long quoted as precedents in the field of industrial jurisprudence; and especially on your able body of administrators and arbitrators, deputies and business agents, who, on both sides, have infused into the body of the law the living spirit of sympathy and tolerance, of co-operation and good will, without which no purely legalistic scheme could be made to work.

"I congratulate you, the workers in the ranks, on your splendid loyalty, your solidarity, your scorn of mean aims and petty purposes, your supreme devotion to an unselfish ideal, as exemplified by your demand that the increase secured from the company should be so distributed that the poorest paid should get most and the higher paid the least.

"And lastly, I congratulate you on the Amalgamated Clothing Workers Union of America, and its president, Sidney Hillman, under whose superb leadership the garment trades of America are to march forward to new triumphs and to indite a new and glorious page in the history of unionism.

"And now, let us plant our feet firmly on the path that leads toward the future. With our eyes to the light, our faces toward the dawn, let us march forward joyfully, in full confidence that the next three milestones will bring us nearer our goal than the five that have passed; and that wherever that goal may be, it can only be reached by loyally, faithfully, triumphantly, treading these first steps of unionism, climbing up the toilsome steeps with bleeding feet, if need be, in the full assurance that they lead ultimately, soon or late, to the land of golden promise, the far-off home of our desire."

* * *

War Rampant in N. Y.

As I was uttering these words, a friend and fellow arbitrator, was sitting at his desk writing me these lines from New York City:

"As I write, a parade of cloak and suit workers is passing before my windows; for at 11 o'clock this morning the general strike — the answer to Saturday's lockout has gone into effect. The probable development is a protracted and serious conflict, and the outcome—who can tell? Turmoil, strife, unrest, in most of the Jewish industries hereabouts, and in the others, too. Mediation and conciliation are on a bear market."

* * *

The Will to Agree.

This comes to me with a special poignancy, for it relates especially to the protocal industry with which I was connected in New York. And yet it is not unexpected. I felt an explosion to be imminent every moment of my stay there, and only the almost frantic efforts of well meaning friends has postponed it until now.

What is the trouble? Why this failure of the loudly advertised protocal of peace?

Mainly, in my opinion, the absence, or inadequacy, of the "will to agree." It is true there are enormous economic difficulties, so tremendous, indeed, that they are insuperable to any people not possessed of the "will to agree" at its maximum potency. Such problems as theirs cannot be worked out unless both sides can come to them with a single and concentrated purpose. Such a purpose must contemplate as its end an efficient union, strong and secure in its membership and its organization; and an equally strong and secure employers' association, amply protected in a uniform labor cost, efficiency and quality of production, and equality of position in the competitive market.

I do not believe these ends to be mutually exclusive, or inherently incompatible, but they demand as their first pre-requisite "the will to agree."

FABIUS.

...mbled on their ability to elect their candidate on ...ty platform and they have lost. Pros... ...not as the result of an

PUBLIC ARCHIVES PUBLIQUES
CANADA
W. L. Mackenzie King Papers
Volume 35

31076

Ottawa, May 13, 1916.

Mr. J. E. Williams,
Streator, Illinois.

Dear Mr. Williams:

I thank you for sending me the most interesting account of a truly memorable Peace Celebration. I hope to have this brief printed account supplemented by personal conversation in the not too distant future.

Meanwhile, allow me to again extend to you and all concerned my heartiest congratulations.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
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31077

May 1st 16

Dear Mr. King:

Glad to know I am to see you soon. The main point I enclosed clipping is the discussion of the lawyer as an industrial mediator, and why he is unpossible.

Very Cordially
J. E. Williams

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31078

Conciliation

DAILY INDEPENDENT-TIMES, STREATOR, ILLINOIS, SATURDAY, MAY 13, 1916.

The Fancies of Fabius

Being the Observations and Reflections of an Opportunist

Recorded By J. E. Williams

Brandeis and the Lawyers

A Letter On Brandeis.

The stinging letter of President Wilson to Senator Culbertson throws the Brandeis case into the limelight again, and indicates how strongly the President feels about it. About three months ago I wrote a letter to Senator Sherman, defending Mr. Brandeis from the charge of being an insurgent rebel, which, at the time was the most common charge against him. In view of the renewal of interest, it may be worth while to reproduce the letter. It follows:

Hon. L. Y. Sherman,
Washington, D. C.

Dear Mr. Sherman: From what I see in the papers I believe Mr. Louis D. Brandeis is greatly misunderstood. I had unusual opportunities for estimating him while I was impartial chairman of the New York Protocol, and he was umpire of our arbitration board.

I thought him anything but radical, and if I had been obliged to dissent from him at all it would certainly not be on account of his radicalism, but more likely because of his excessive care, caution and conservatism in the trial of labor cases. I have seen him in trying situations, and never has he lost his cool, clear, penetrating poise or his luminous insight and comprehensive grasp and mastery of the situation.

It is true he has great social passion and gives to social causes lavishly of his time and genius, but he has none of the fiery temper, or the destructive disposition of the rebel or revolutionist. His temperament is strictly judicial and constructive. He does not want to overthrow the existing order, but to make it better by using the instruments already at hand to improve it.

Having been associated with him over a year in brain testing, brain racking, pioneer work, trying to discover and lay the foundation of industrial law, and to make constructions that would lead to industrial peace in the war-torn labor world, it makes me smile inwardly to hear Mr. Brandeis classed as a rebel revolutionary; and I feel like doing my mite toward removing this absurd misconception.

This is my excuse, dear Senator, for troubling you with this letter. Should he be confirmed the Supreme Court will have acquired the most constructive, judicial, intellect in the country today, having in mind the kind of problems that confront us.

* * *

Professional Ethics.

The Senator replied with his usual courtesy, stating that he did not oppose Mr. Brandeis on the ground of his social or industrial views, but rather because of a difference of view on professional ethics. Mr. Sherman held that he, as a lawyer, would not do what Mr. Brandeis had done, and could not justify himself in supporting him. He believed, however, he would be confirmed none the less.

The attack on Mr. Brandeis seems to have changed from the charge of excessive radicalism, and lack of the judicial temper, to that of violation of professional ethics. Now, it may be that Mr. Brandeis has permitted himself to lapse from the professional code; that is, he may have "scabbed" on some of the rules of the lawyers' union, though Norman Hapgood, who has investigated the charges, says he hasn't.

But a more interesting question is: Should the legal professional code be made a test of a man's fitness for the supreme bench?

* * *

How Brandeis Sinned.

An example of violation is the failure of Brandeis to stand out against the granting of any advance in rates to the railroads when he was attorney for the Inter-State Commerce Commisssion. It is held by his critics that as attorney for the Commission Brandeis was bound to fight against everything the railroads wanted, right or wrong; that he had no business to follow his own sense of justice in the matter, but that, as a hired mercenary, his sole duty was to use every weapon at his command against the common enemy—the railroads.

The facts are admitted. It is true that Brandeis did consent to a moderate advance in some directions, and the question is: was he unethical according to the code?

It is not argued that the advance was unjustified, that railroads were entitled to the advance, or that his relation to the commission did not justify him in giving them his best judgment in the matter. It appears to be the ground of his critics that the whole duty of a lawyer is to find out what the opposition wants and then fight it tooth and nail.

* * *

Pugilists of the Law.

It is because this seems to be the common conception of the function of the lawyer that I am rising to question it here.

According to this conception the court is a sort of arena, the lawyers are a pair of gladiators or prize fighters, and the judge is the referee of the combat. The referee sees that the fight goes on under the Marquis of Queensbury rules, no fouls or punches below the belt, and the victory goes to the fighter able to deliver the knock-out blow.

I once tried to mediate a personal injury case, and offered to settle it by paying an amount equal to the average of the judgments rendered in the courts of the United States in parallel cases. The proposal was fair ,and the average was found to be large—about $8,000 for a broken hip.

What do you suppose was the lawyer's reply?

Said he: "I'm surprised to find the average so large, when we consider the kind of dub lawyers that are trying personal injury cases in this country. But, my dear sir, the judgment in such cases as this does not depend on the merits of the case at all. It depends on the ability of the lawyer. Now let me show you my 'batting average.' I've never tried a case in which I got less than $10,000, and I won't settle this for any such sum as $8,000."

As it was a percentage case in which he got a larger share if the case went to trial, I saw that mediation was hopeless, and bowed myself out. But the statement that judgment depends not on the merit of the case, but on the ability of the lawyer, sticks in my mind as epitomizing the administration of justice in our courts.

Its equivalent is: "The longest purse can buy the biggest fighter, and the lean purse had better stay out of the legal arena."

* * *

Law is War.

Law, as practiced, is merely intellectual war. The legal gladiators look solely to the defeat of their opponents' claims and interests, and to the complete triumph of their own. Justice is impossible on this hypothesis, for justice can never be based on the ignoring or excluding of conflicting interests, but only on the inclusion or reconcilement of them.

It is the vicious training in this gladiatorial school that makes the lawyer an impossible adviser in industrial adjustments. By the very ethics of his code he makes himself a misfit and a marplot. He is obliged by all his professional instincts and training to fight for all the extreme demands of his client, and invent all the new claims he can think of, at the same time to oppose, evade, or circumvent all the claims of his opponent.

How is it possible for a man with that bent of mind to be an adjuster?

Experience shows, in fact, that they do not. In all but a few rare cases, such as that of Brandeis, the lawyer becomes the monkey wrench in the machinery of industrial adjustment. In the countries where arbitration is provided by law, lawyers are excluded from participation in the proceedings except by special agreement.

* * *

Brandeis Should Be Confirmed.

In industrial matters, at least, it is coming to be understood that justice is a reconcilement and synthesis of interests, and not a selection of the favored and an exclusion of the weaker or more refractory factors. It calls for constructive and not for combative qualities; for powers of invention, contrivance, combination and co-operation, rather than for bluff, bluster, defiance or militancy.

I fancy the supreme court will need about the same qualities in its judges, and that's why I think Mr. Brandeis should be confirmed.

FABIUS.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

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31079

July 4/16
Mackenzie King ✓
J. E. Williams ✓

My dear Mr. King:

Perhaps you will be interested in the sort of religious convictions that lie behind my industrial judgments. I have had occasion to hammer them into shape lately in an address, and enclose herewith a synopsis. They may not be need, but a competent expert assures me the statement is fresh and unacademic.

Very Cordially
J. E. Williams

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31080

The Fancies of Fabius

Being the Observations and Reflections of an Opportunist

Recorded By J. E. Williams

A Layman's Confession of Faith

I Become a Lay Preacher.

A number of invitations have come to me recently to occupy the pulpit in certain liberal churches here and elsewhere. Last Sunday morning I spoke in Unity church, Chicago ,and this coming Sunday I am to occupy Jenkin Lloyd Jones' pulpit at Abraham Lincoln Centre, Chicago. This has put on me the necessity of clearing myself upon the fundamentals of my own religious thinking, so that I might be enabled to state affirmatively the conviction to which my life's experience has led me. It may be of interest to the readers who have perused this column through the passing years to know in a definite and positive way the religious views the writer has come to hold. It is hardly necessary to say that they have not been inherited from tradition, or acquired by denominational association, but are as far as may be the reaction of an independent mind on the religious and philosophical thought of our time. They are not given in any dogmatic spirit, or as representative of any other mind than that of the writer. These affirmations have been grouped into a creed of six articles, which is as follows:

* * *

1—I believe the chief end of man is to find salvation.

2—I believe salvation is to be found by faith, rather than reason.

3—I believe faith to be an attitude of the soul, and not a belief of the intellect; that it is to be attained by exercise of the will and not by miraculous gift or by supernatural agency.

4—I believe the highest manifestation of faith is the experience of religion; and by religion I mean the realization of the life of God in the soul of man.

5—I believe in the church as the laboratory of religion, as a place where people gather to experiment, to discover, to develop and train themselves in the processs and practices that generate faith.

6—I believe that the final issue of faith is the worship of God; that worship is the finest flowering of the human soul; that it is a joy to be sought, not a duty to be exacted; that it exists for the good of man and not for the glory of God.

* * *

Old Words With New Meanings.

It will be noticed that the phrases of my creed contain old and time-honored religious words, and it is only fair to explain that they are not used in their old and commonly accepted meanings. For example, when I use the word salvation, I have no reference to future punishment or reward, but to the hell of fear, worry, envy, hate and selfishness; and to the heaven of courage, confidence, peace, poise, fullness and richness of life that may be gained here and now.

When I use the word faith, I do not define it as Prof. Bayliss used to—"a belief in something you know isn't so"—in miracles, or supernatural happenings in the world of objects. I mean by it a certain attitude of the mind, or soul, by which one is able to so face the experiences of life as to be able to feel that they are good; or, if not, immediately good for me, at least to feel that they proceed from a source that is good, or are part of a scheme which in its entirety is good: and which, by exercise of faith I can bring myself to accept and approve.

* * *

The Meaning of "God."

I believe the word "God" to be a symbol of man's highest conception of the fundamental reality that lies behind all experience, and all being. It's meaning has changed in every age, and in every stage of civilization, and will continue to change as long as man contiues to grow. I do not think it indispensable that men shall make a perfect picture, or a complete definition of God, whether they conceive of him as king, judge, ruler, father, creator, first cause, or as absolute, infinite, eternal principle. It is not so important what mental picture men make of God, as the kind of soul attitude they take toward him. It is enough for me to conceive him as the Totality of Reality, and if I can bring myself into a worshipful attitude toward that Totality it solves most of my life's problems; for if I can worship the whole it helps me to approve the part, and it is in the acceptance of the part of life that confronts me that most of my trials arise.

* * *

The Meaning of Religion.

By religion I mean that highest upreach of faith that enables a man to identify himself with the Totality, to unify himself with the Will of the Whole, so that he will be able to say with Marcus Aurelius, of old, "Whatever Thou Wantest, O Universe, that I also want." It is the power latent in every soul of realizing his one-ness with God, of submerging his will in the Divine Will, of accepting whatever is inevitable in life as the expression of that Will to him.

Such a religion will not permit a man to criticise God, to impose conditions on him, to require him to conform to certain demands of the human mind. It will not say: "If God does not permit the continuity of my individual life after death. I will not believe in him." The man of faith will say rather: "If God wills death to be the end it must be good, and I approve it." The essence of the higher faith is the merging of the individual with the universal will, and he who has achieved it has already attained heaven.

* * *

The Problem of Evil.

What we term evil is, under this view, a lack, a defect, a minus and not a plus quantity, a failure to possess some essential quality of life. Browning described it in these lines:

"The evil is nuli, it is nought,
It is silence signifying sound."

If religion is conceived as a merging of the human with the divine will, then sin is a defect that grows out of the failure thus to merge. It makes the individual will a thing apart from, or opposed to the universal will, and expresses itself in selfishness, separateness, envy, greed, license, rebellion and all forms of anti-social acts, and leads to unhappiness, fear, sickness, misery and despair. It is spiritual suicide, and makes social regeneration impossible.

* * *

The Laboratory of Religion.

The church is, or should be, the laboratory of religion, and not exclusively a place for preaching, singing and social recreation, though these have their necessary function. The soul may have its gynnastic as well as the body, and the development of its strength may be as much a matter of technique and discipline. The athlete could not become physically fit by hearing sermons on physical culture, unless he practiced the precepts; and it is found the athlete can practice better in a specially prepared place. The church should be a gymnasium of the soul, and it should have a technique, a curriculum, a training for the cultivation of soul powers, not less efficient than we have for the development of the body. It is not the purpose here to state what these should be; it is enough to say that a great deal of experimentation has been done in this matter, and rich and untilled fields lie beyond and invite cultivation.

* * *

How to Get Salvation.

The motive for accepting this discipline is not, principally, to glorify God, but to attain to personal salvation; and that means to enlarge and enrich the personal life, to gain peace, poise, serenity, courage, faith and possibly happiness.

Can a man attain it?

It has never been attained in any other way. Men have thought that the acceptance of certain speculative beliefs were the conditions of the inward spiritual experience, but they have reversed the order. The experience came first and the theories were only men's attempts to explain it.

It is proposed now to change the procedure and put the emphasis on the inward experience, keeping theological theory in the subordinate realm of explanation and reasonable support.

It is my conviction that if men worked as hard to get faith as they do to get dollars, they could change the entire inward character of their lives. They could get directly that power which money promises them indirectly, and always disappoints in the fulfillment: and they could get it without robbing any man of his own.

For the power of faith proceeds from an inexhaustible source. It is the only power that can solve the moral, social and industrial problems of the world.

FABIUS.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Kingsmere, Que.,
July 7, 1916.

Mr. J. E. Williams,
Streator, Illinois.

Dear Mr. Williams:

I read last night, with true and reverent appreciation of its deep spiritual beauty, the conception of religion which is the foundation of your thought and effort.

I should not hesitate to subscribe to all the articles of your creed. I shall be profoundly happy if the year continues to bring increasing confirmation of their reality. There is only one further thought which I should wish to see embraced in the group, and that is the attribute of Personality to God. I follow this with Arnold Toynbee's words:

> "What personality is, we but faintly apprehend. Who has removed the impenetrable veil which hides our own personalities from us?"

I realize, of course, that as you have expressed your view of the Deity, it is quite comprehensive enough to include this conception; but to me, personality, whatever it is, seems to be essential to what we discern of God through the order that pervades the universe and the aspirations of our own natures.

I believe, too, that a conception of personal immortality in no way estranges us from our fellows, but rather gives added value to all human life. Europe certainly has suffered

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

through the loss of this belief, which in the middle ages was the dominating note in Christendom. The world will yet have to acknowledge that man was made in the image of God. This war may help to convince mankind that that image is reflected on earth by Love and not Hate.

With kindest regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

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CHAIRMAN
STREATOR SUNDAY EVENING COURSE

July 23/16

Dear Mr. King:

I have your kindly comment on my Confession of Faith.

With respect to the personality of God I have this difficulty: I don't want to impose conditions on my supreme object of worship. I don't want to say to him, "unless you have certain qualities or properties which I desiderate in my God I cannot worship you!" It is true we all feel a longing that in our object of worship that corresponds to what is highest in us, and we can probably impute such qualities without straining logic too severely; but we are not entitled to insist on it, or dogmatize about it. Our faculties are too limited for us to make them the measure of Ultimate Reality. I prefer to represent my object of worship by some word that has no limiting boundary, that will continue

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

to expand with our growth, what wide roth have to be fought over and broken when some more adequate concept is forced on us.

But the core of my idea is this: The worth making faculty is in man and is free. Potentially, a man is free to worship what he wills. By hypothesis a man can worship either a God of iron or a God of love. In practice your heart may long for a God of personality, but if you cannot find any such God you are not doomed to atheism; you can re-educate your heart to worship whatever God you find to exist. In other words the heart may be brought to love whatever the mind finds to be true. And what is said of God may be said of all events and circumstances of life. So, the inevitable is beneficent, not because of its own inherent quality, but because you have that in you which enable you to feel it so.

Very Sincerely Yours

J. E. Williams

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

31085

Kingsmere, Que.,
July 21, 1916.

Sir John Willison,
The Toronto News,
Toronto, Ontario.

Dear Sir John Willison:

I attach a clipping from the Ottawa "Citizen" of July 20th which contains a reference to my remarks at the Patriotic Demonstration at Kettleby, North York, to the effect that service was the only basis of true citizenship in the Dominion.

May I give you the exact quotation from my speech in this connection, and perhaps you will be so kind as to show it to the writer of the quotation from the Toronto News, which the Citizen cutting contains. He doubtless finds himself as respects his position on your paper in much the same position as I find myself in regard to the work on which I am engaged. With what you know of me personally and of my purposes in private and public life, perhaps you would be agreeable to saying a word which may help to make plain to the writer just what the exact nature of my connection with the Rockefeller Foundation is, and just what have been the motives which have actuated me in my accepting the opportunities of useful work which connection with the Foundation afforded, only on the condition that I should be permitted to remain a citizen of the Dominion, carry on my work here, and forego any remuneration from the Foundation for such time as I might devote to public work in the Dominion.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

My words at the North York Demonstration were as follows.

Referring to the problems which are before our country I said:

> "The men and women who are not in the thick of the fight and who are not to-day giving thought to these mighty problems and ready to give of their best in furthering their solution are unworthy of citizenship in this Dominion. The only justification that a true man can give himself for not crossing the seas in this great struggle for the greater freedom of the human race is that the circumstances of his lot have made this impossible for him without his imposing burdens on others greater than those he can help to relieve, or that his service to his fellowmen in other ways is likely to be greater by pursuing the vocation for which his talents combined with his opportunities peculiarly fit him. But service in some form or other is the only basis of true citizenship within the Dominion to-day, as indeed it should be at all times."

This, I think, accords so entirely with your own point of view that I am sure you will not be unwilling to allow the writer of the paragraph to which the Citizen has referred some knowledge of the truth which underlies the circumstances of my present association with the Foundation and my continued interest in the affairs of Canada and the British Empire.

With kind remembrances,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

31087

THE TORONTO DAILY NEWS

J. S. WILLISON
EDITOR-IN-CHIEF

TORONTO

July 26, 1916.

Dear Mr. King,

I have your letter of a few days ago. I wonder if The Citizen does not attach undue importance to the clipping from The Daily News. My point of doubt is whether a man can earn his income in the United States and serve, as he should, in the Canadian Parliament. Of course your acceptance of the position which you now hold I have never criticized unfavorably.

Yours very truly,

J. S. Willison

Hon. W.L. Mackenzie King,

Quebec.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Kingsmere, Que.,
July 28, 1916.

Sir John Willison,
Editor-in-Chief, The Toronto Daily News,
Toronto.

My dear Sir John:

I wish to thank you for your letter just received. I agree with you in believing that The "Citizen", and perhaps I myself, attached undue importance to the clipping from The "Daily News". But it was not for political, but solely for personal reasons, that I drew your attention to it. To me it has been a matter of regret that the work on which I am engaged and the domestic obligations which I have to meet have made it virtually impossible for me to be participating in matters pertaining to the present war to the degree to which I should like. I have felt keenly the inability to serve in the generally accepted use of that term. It was perhaps that having been protected in my feelings all along by a conception of service in the widest sense, that I felt, as I otherwise would not, a seeming injustice in the point of view and misconstruction of motive which the clipping seemed to convey, and which I felt the writer would not have given had he been aware that reasons which keep me at the work on which I am at present engaged were perhaps similar to those which confine him to journalism rather than to active service in the present war.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am glad you have mentioned your point of doubt as to the possibility of one earning an income in the United States and serving as he should in the Canadian Parliament, for it enables me to remove an impression that is wholly erroneous, and which I find a good many people have. When I undertook the studies on which I am now engaged for the Rockefeller Foundation, I did so on the express stipulation that I should not only retain my Canadian citizenship, but also my place of residence in Canada. Since my appointment over two years ago, I have been in New York but a very few weeks of the whole time. During the course of the present year, I have not been away from Canada much over a fortnight. True, I went to Colorado last year to study conditions there, not because I was asked to do so by any one connected with the Foundation, but because I saw an opportunity to do a piece of work which was much needed, and which I think has been of real service to a very large number of workers and their families. But for the present war, I should have spent all of last year in England. That was my intention at the time my engagement with the Foundation was made, and which was before the war commenced. It is true that part of my income comes to me in the form of cheques from New York, but it has never occurred to me that in accepting remuneration in this way I was differently circumstanced from any persons living in Canada who might have investments in American securities, or who might be selling their produce in American markets.

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

I think you will agree with me that I am right in this view, for I should certainly agree with you that no man could well serve in the parliament of one country and be deriving his income as the resident of another. The charter of the Rockefeller Foundation makes its funds available for "the well-being of mankind throughout the world", and there are connected with the work of the Foundation at the present time men who have never seen the United States. It was with a clear understanding that my time should be my own and my place of residence my own, that I accepted my present work. The only condition was the one which I myself imposed, namely, that whatever portion of my time was given to public affairs would be solely at my own expense, and that were I contesting a riding or elected for Parliament, I should forego altogether further remuneration from the Foundation for any time devoted to political affairs.

With kind regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

31091

THE TORONTO DAILY NEWS

J. S. WILLISON
EDITOR-IN-CHIEF

TORONTO
August 8, 1916.

My dear King,

Thank you for your letter about Rev. George Duncan. I will remember all that you say in his behalf. As yet we have not made much progress in the search for a Principal. There seems to be a great scarcity of desirable material.

Yours very truly,

J. S. Willison

W.L. Mackenzie King, Esq.,

Kingsmere.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31092

10 ELMSLEY PLACE,
TORONTO.

Nov. 14. 1916.

My dear King.

My wife and I are very grateful for your letter. It is a hard blow to lose Bill, he was a good Comrades always and he was very close to the heart of his mother. Indeed

earnest prayer that Christ's love & comfort may be with you.

Yours very truly,

J. G. Millen.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

his mother does not
become reconciled and her
health fives me grave
Concern, as we are
among those chosen to
suffer we have to submit-
but this is not easy, men
have to die if free
institutions are to live but
thought & the cause
does not help much in
the households from which
they are taken, all the
Comfort that sympathy can
give we have had, with
You and your family
we have always had a
close relation and it-
never has had more

31093

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, January 26, 1916.

Dear Mr. Willson:

I am returning the volumes you so kindly loaned me as my own have come. Perhaps some evening you will be so good as to place your autograph in mine for me. I should like to add this one further association to the books for already there are many which their pages will always recall. Not the least delightful of these are the recollections of hospitality extended by Lord Strathcona on more occasions than one, the remembrance that the volumes were written in part in rooms adjoining my own, and the friendly meetings and talks had from time to time with Mrs. Willson and yourself.

I have greatly enjoyed what I have had opportunity of reading thus far, and look forward to completing the volumes soon. Meanwhile may I congratulate you on having given to our country in so interesting a way so complete a biography of one whose name is inseparably associated with its history.

Yours very sincerely,

W. L. Mackenzie King.

Beckles Willson, Esq.,

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31095

March 27, 1916.

My dear Wilhelm:

I enjoyed a very welcome surprise this morning in receiving the excellent portrait of yourself which you have so kindly sent to me. It is a splendid likeness, and one that I am proud to have. I appreciate deeply your thought of me amid your many absorbing interests, and this expression of it will always be a pleasant reminder, not alone of this one incident, but of courtesies of which you are ever mindful. Accept, please, my heartiest thanks for the portrait, which now finds its place among other of your friends over the fire-place in my study.

I spent a delightful evening with Mrs. Willson and Miss Page a week or two ago, but was surprised on Sunday a week ago to learn from Mrs. Willson that she was leaving for New York on the following day, and would not likely be back to The Roxborough for some time. I had hoped to see something of her during her stay here, but since your departure I myself have been a good part of the time in New York, and while here pretty busily engaged.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hope you are enjoying your work, as I know you are. It is a wonderful experience, and I am glad that one so worthy of it has gained so exceptional an opportunity.

With all good wishes, Believe me, as always,

Yours very sincerely,

W. L. MACKENZIE KING

Major Budden Wilkson.
Royal Societies Club.
St James Street.
London, S.W., England.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31097

THE WOMEN'S CANADIAN CLUB
BELLEVILLE

Hon. W. L. Mackenzie King.

Dear Sir.

The Womens Canadian Club of Belleville Ont. will be glad to know whether you can address them on any subject you may select between the months of Nov. & March - We should very much like to have you

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31098

as one of our first speakers,
but if you cannot come so
soon, perhaps you will favor
us later -
Trusting that we shall receive
a favorable reply -

Sincerely yours,
H. Sneyd.
Hon Sec -
Womens Can Club -

Oct. 20th. 1916 -
209 John St.
Belleville
Ont -

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, October 23, 1916.

Miss N. Sneyd,
Honorary Secretary, The Women's Canadian Club,
Belleville, Ontario.

Dear Madam:

I have received your kind letter of the 20th instant, inviting me to be a guest of the Women's Canadian Club of Belleville, Ontario and to address the Club at some meeting between November and March.

I regret that my engagements for the approaching winter months are already so many and of such a nature that it will not be possible for me to add to them, As I could not with any hope of being certain of keeping the engagement make the promise for any time later on, I think it is better not to hold out any prospect of an acceptance. If, however, I find as the spring approaches that a favourable opportunity presents itself, it will give me pleasure to communicate with you.

Expressing my appreciation of the kind invitation the Club has extended, I am,

Yours sincerely,

W L. MACKENZIE KING

DICTATED BY MR. KING
WHO WAS OBLIGED TO LEAVE
BEFORE LETTER WAS WRITTEN

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31100

THE ASSOCIATION OF CANADIAN CLUBS
LONDON

Women's Canadian Club
of London, Ont.

Ridout St. South

29th Jan. 1916

Hon. W. L. M. King
Rockefeller Foundation
New York.

Dear Mr. King.

This is just a reminder that we are expecting you here to speak to us. We saw that you were speaking some little time ago in Toronto, & we hope you have not forgotten the Women's Canadian Club here.

Hoping to hear that you are coming to us before long.

Believe me.

Yours very truly,
(Sgd.) Edna T. Cleghorn

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31101

Ottawa, February 4, 1916.

Mrs. Cleghorn,
Secretary, Women's Canadian Club of London.
Ridout Street South,
London, Ontario.

Dear Mrs. Cleghorn:

I have received this morning your letter of the 29th ultimo. The address you refer to was delivered here in Ottawa, not in Toronto. I have been obliged to decline invitations from Toronto and elsewhere because of the pressure of work at the present time. Until I have completed some of this work, I cannot possibly spare the time which an absence from Ottawa would mean. If I find any opportunity of visiting London in the near future, it will give me pleasure to let you know.

With renewed thanks, Believe me
Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31102

Dear Mr. King.
The Prisoners of War
Committee of the Women's
Canadian Club are
getting up a "Favorite
Quotation Calendar" -
for next winter. I am to
have the fun of editing
it and I am very
anxious to have some
favorite quotation to
put in it & you will
be so good -

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31103

I think it should be most interesting - don't you? We have so many celebrated people in Ottawa -

I do hope you will let me have your quotation - I know you are a very busy person and I am sorry to trouble you but I do want it.

Sincerely yours

Muriel Shortt

Hillsborough Ave
Ottawa
July 6th.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31104

Kingsmere, Que.,
August 3, 1916.

Miss Muriel Shortt,
5 Marlborough Avenue,
Ottawa.

Dear Miss Shortt:

I have been thinking over the quotation I sent you for the Favorite Quotation Calendar. While its meaning is self-evident to those who are familiar with the poem, it has occurred to me that the lines by themselves may convey a wrong impression to the reader, and if it is not too late I should be obliged if you would substitute for the quotation I have sent you the following familiar lines from Gray's "Elegy Written in a Country Churchyard":

"Let not ambition mock their useful toil,
Their homely joys, and destiny obscure;
Nor grandeur hear with a disdainful smile
The short and simple annals of the poor."

With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31105

s/Marlborough ave. Ottawa
aug 7th.

Dear Mr King.

I received your note with the amend question and I will have it changed as you wish. I like the first one best myself but as you say. the lines might be rather ambiguous to people who hadn't read it all

Anyhow I'm very glad

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

you did send the post-card
because it was such a nice
note -

If you were any very old
& might sign myself one of
your many admirers - but
under the circumstances I
can't say well. can I?

sincerely Yours
Winnie Hart.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

be a convenient depository, and, as it is apparently unoccupied, the Society hope that the Civic Authorities will be disposed to place it at their disposal under a lease for a nominal rent.

The Women's Canadian Hisstorical Society of Ottawa respectfully request that as an influential citizen, you give them the assistance of your active co-operation towards securing this boon; and they would ask you to favour them with an expression of your views on the subject.

Respectfully yours,

(Mrs. J. P. Foran) M. G. A. Foran
Convener.

Committee: J. Russell Simpson, Lucia Gainsford Rothwell, Ethel Gertrude Read

31107

Women's Canadian Historical Society of Ottawa

Patroness:
Her Royal Highness, The Duchess of Connaught
Hon. Presidents: Lady Borden and Lady Laurier
Hon. Vice-President: Lady Foster

President: Lady Sifton
Treasurer: Miss Lina G. Rothwell, 390 Daly Ave.
Recording Sec.: Mrs. W. C. Gullock, 113 Cooper St.
Corresponding Sec.: Mrs. Braddish Billings, Killarney Apts.
Librarian: Miss Eva Read, 467 Albert St.

The Hon. W. L. Mackenzie King
Kenilworth Apts
Ottawa

November 18th 1916

Dear Sir,

The Women's Canadian Historical Society of Ottawa are desirous of securing premises in which to collect and preserve exhibits of historical value relative to this Capital City. Many of these have been secured already; many others have been offered to them, but owing to the lack of a place of safekeeping they have been obliged to defer acceptance of them.

The City Registry Office on Nicholas Street, would, in the opinionof the Society

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31108

Ottawa, November 27, 1916.

Mrs. T. P. Foran,
Women's Canadian Historical Society of Ottawa,
Russell House,
Ottawa.

Dear Madam:

Replying to your letter of the 18th instant, let me say that I think the endeavour of the Women's Canadian Historical Society to collect and preserve exhibits of historical value relative to the Capital of the Dominion is one which should be encouraged in every possible way, and should receive [illegible] encouragement from the municipality seeing that the municipality derives so many advantages through the location of the Capital here, and, while not sharing the sole advantage, would nevertheless share the chief advantage to be derived from any collection of hisotircal exhibits the Women's Society may be so fortunate as to secure.

The suggestion that the City Registry Office, being apparently unoccupied, should be placed by the civic authorities at the disposal of the Society, at least for a nominal rent, seems a very good one, and I hope the Society may be successful in obtaining these premises or others equally satisfactory for its work.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31109

273 Rubidge St.,
Peterboro, Nov. 17/16.

Hon. Mackenzie King,
Ottawa.

Dear Sir,

I have been instructed by the Women Teachers' Guild of Peterboro to learn if your services would be available in delivering a lecture on a non-political subject, under the auspices of this

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

organization.

The Guild is most anxious to raise im-mediate funds for pat-riotic purposes and would greatly appreciate your coming.

If it is possible for you to comply with this request would you kindly send us your subject and a choice of dates that would be most suitable to you in order that we 31110 may make arrangements, with the manager of the Opera House?

Would you be so kind as to wire your reply at our expense? I am,

Yours truly,
Lilian C. Cadwell.
Sec't.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, November 23, 1916.

Miss Lilian C. Cadwell,
Secretary, The Women Teachers' Guild,
273 Rubidge Street,
Peterboro, Ontario.

Dear Madam:

Before leaving the city last night, Mr. Mackenzie King asked me to acknowledge your communication of the 17th instant, in which you invite him to deliver a lecture under the auspices of the Women Teachers' Guild of Peterboro. Unfortunately, owing to the number and nature of Mr. King's engagements for the approaching months, it will be impossible for him to do anything in the nature of public speaking for a considerable time. I am desired, therefore, to express to you Mr. King's regret that an acceptance of your kind invitation cannot be given at this time.

Mr. King much appreciates the honour which your request implies, and has asked me to convey to you, and through you to the members of the Guild, his cordial thanks for the invitation extended.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31112

LIBRARY OF CONGRESS
DIVISION OF PRINTS

All correspondence should be addressed
"LIBRARIAN OF CONGRESS"
WASHINGTON, D. C.

WASHINGTON, D. C. Jan. 13. 1916

My dear Mr King:

Please excuse this formidable official stationery - but I am at my desk in the Library and cannot wait until I am at home to answer your kind note and acknowledge your lovely book!

It only came last night & I spent the evening reading it - having been forwarded from San Francisco from which delightful place I departed the ninth of December.

You are very good to remember me in this very nice way! And what a beautiful tribute you have paid your friend! It is exquisite - so delicately and understandly written! The man

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Must have been unusual! Thanks
you very much for this opportunity of
learning of your hero- and more of
you!

I hope the "visions"- your visions
has reached you by this time!
I was so sorry to leave her
without seeing her well on her way
to you! I shall feel very much
relieved to know when she is
safely in your keeping- the dear
thing!

I had the pleasure of meeting
a friend of yours in Ohio- Prof. Leighton
professor of Philosophy in the Ohio
State University- who spent the
day with me and my sister
in Columbus. I believe he goes to
Canada every summer- and had
met you at a dinner!

I hope sometime you will be
in Washington and will give me

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

the pleasure of showing you some of our
lovely prints.

Thanking you again for the book
and your "Ogpu" visit.

I am sincerely

Helen Knight

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA

31115

T. D. Form 1 A

Canadian Pacific Railway Company's Telegraph

TERMS AND CONDITIONS

All messages are received by this Company for transmission, subject to the terms and conditions printed on their Blank Form No. 2, which terms and conditions have been agreed to by the sender of the following message. This is an unrepeated message, and is delivered by request of the sender under these conditions.

W. J. CAMP, Assistant Manager, Montreal, Que.
D. H. BOWEN, Supt., Sudbury, Ont.
H. J. LILLIE, Supt., Toronto, Ont.
A. C. FRASER, Supt., Montreal, Que.
W. M. GODSOE, Supt., St. John, N. B.
W. MARSHALL, Assistant Manager, Winnipeg, Man.
R. N. YOUNG, Supt., Vancouver, B. C.
D. L. HOWARD, Supt., Calgary, Alta.
D. COONS, Supt., Moose Jaw, Sask.
E. M. PAYNE, Supt., Winnipeg, Man.

J. McMILLAN,
Manager Telegraphs, Montreal.

a118 RA.V. 53 6 Extra

S Montreal Que March 20-16

0156

Hon W L MacKenzie King

Ottawa Ont

Could you address important and representative gathering members and friends Montreal Young Mens Christian Association Monday evening next March twenty seventh interests work local and national. Could take afternoon train Ottawa and return same evening if necessary presence and message would be of the greatest service writing.

C.K.Calhoun

General Secretary Y M C A

111pm,

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31116

Ottawa, March 20, 1916.

Mr. C. K. Calhoun,
General Secretary,
Young Men's Christian Association,
Montreal, Que.

Dear Sir:

The Honourable W. L. Mackenzie King has received your telegram requesting him to address a gathering of members and friends of the Montreal Young Men's Christian Association on Monday evening next, March 27th.

On account of important appointments this afternoon, Mr. King has not been able to write personally, but has asked me to send this acknowledgment, and to express his regret that the nature and urgency of the work on which he is engaged will make it impossible for him to accept the kind invitation you have extended. Mr. King will take the earliest opportunity to write you himself.

Yours very truly,

R.A.MacGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31117

J. W. KNOX, President — Dr. F. D. ADAMS, Vice-President — W. S. LESLIE, Treasurer
R. L. CHARLTON, Recording Secretary — D. A. BUDGE, Consulting Secretary

The Young Men's Christian Association

Of the City of Montreal

Organized 1851

Branches of the Association
Central—127 Drummond Street
North—Park Ave. and St. Viateur
Westmount—Sherbrooke and Arlington
East End—806 Papineau Ave.
Pt. St. Charles—Leber and Sebastopol (Railroad)

Student Association—McGill University (In Affiliation)

General Office 127 Drummond Street.

C. K. CALHOUN, General Secretary,
JOHN BRADFORD, Community Secretary,

March 20th, 1916.

Hon. W. L. Mackenzie King,
Ottawa,
Ont.

Dear Mr. King:-

Following my telegram of this morning, I would explain that we are holding an important and representative meeting of our members on Monday evening next, March 27th, in order to launch a plan for recruiting our membership in the City to offset the large loss which we have experienced in the enlistment and departure of so many of our members for the front.

Over nine hundred of our members have enlisted and we are getting to the point where we have to strengthen the Association in its home work as well as in its outlook upon the National need at this time.

As you know, the Associations everywhere have been most active in their efforts on behalf of the soldiers, and we have not made a public appeal of any kind as yet, and even now are only doing so in the case of new members whom we feel should step in and take the places of those who have gone.

We have felt that your presence and your message would be of the greatest possible service at a time like this, and particularly so because of the work in which you have recently been engaged on behalf of labor conciliation. Your work has been of such a valuable and constructive public character that we would feel quite safe in whatever message you might bring.

Mr. McMaster, who is one of our interested and good friends, is also communicating with you.

We are all earnestly hoping it may be possible for you to respond to our invitation, and I can assure you of our warm appreciation. Awaiting your reply, I remain,

Very sincerely yours,

C.K. Calhoun

General Secretary.

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

31118

Ottawa, March 21, 1916.

Mr. C. K. Calhoun,
General Secretary
Young Men's Christian Association,
Montreal, Que.

Dear Mr. Calhoun:

I am sorry that other engagements will prevent me from accepting your invitation to address a gathering of members and friends of the Montreal Young Men's Christian Association on Monday evening next. Because of important work I have in hand, I have felt it necessary to decline all invitations to speak, for some time to come, but apart from this circumstance, which would have occasioned me to feel that I should decline in any event, having refused other invitations on this ground, I have an engagement for March 27th, which would make it impossible for me to be in Montreal on that date.

I appreciate very much the cordial words of your invitation, and your kindness in telegraphing me; also Mr. McMaster's kindness in supplementing by wire the invitation you have sent.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

Continued on Roll 29

W. L. Mackenzie King Papers
Volume 35

PUBLIC ARCHIVES PUBLIQUES
CANADA

END OF

REEL

W. L. Mackenzie King Papers

Volume 35

PUBLIC ARCHIVES PUBLIQUES

CANADA