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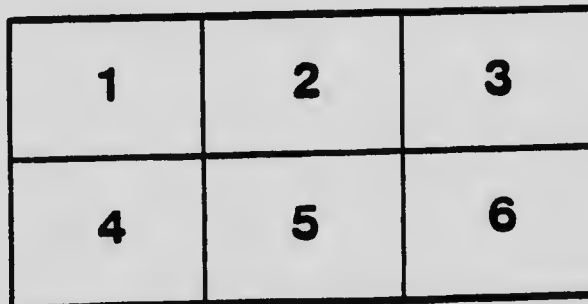
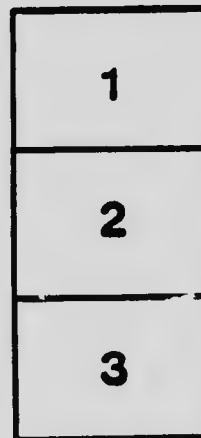
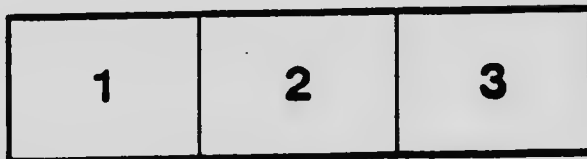
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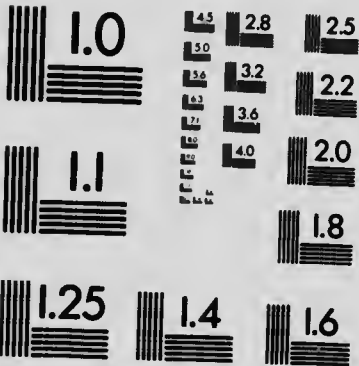
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MEMORANDUM

REGARDING

National Trade and Commerce Convention

BY

F. G. McALISTER, B.A.

1916



OUTLINE PLAN

OF PREPARATION FOR A

National Trade and Commerce Convention

TO WHICH

THE RT. HON. SIR GEORGE FOSTER K.C.M.G., P.C.,

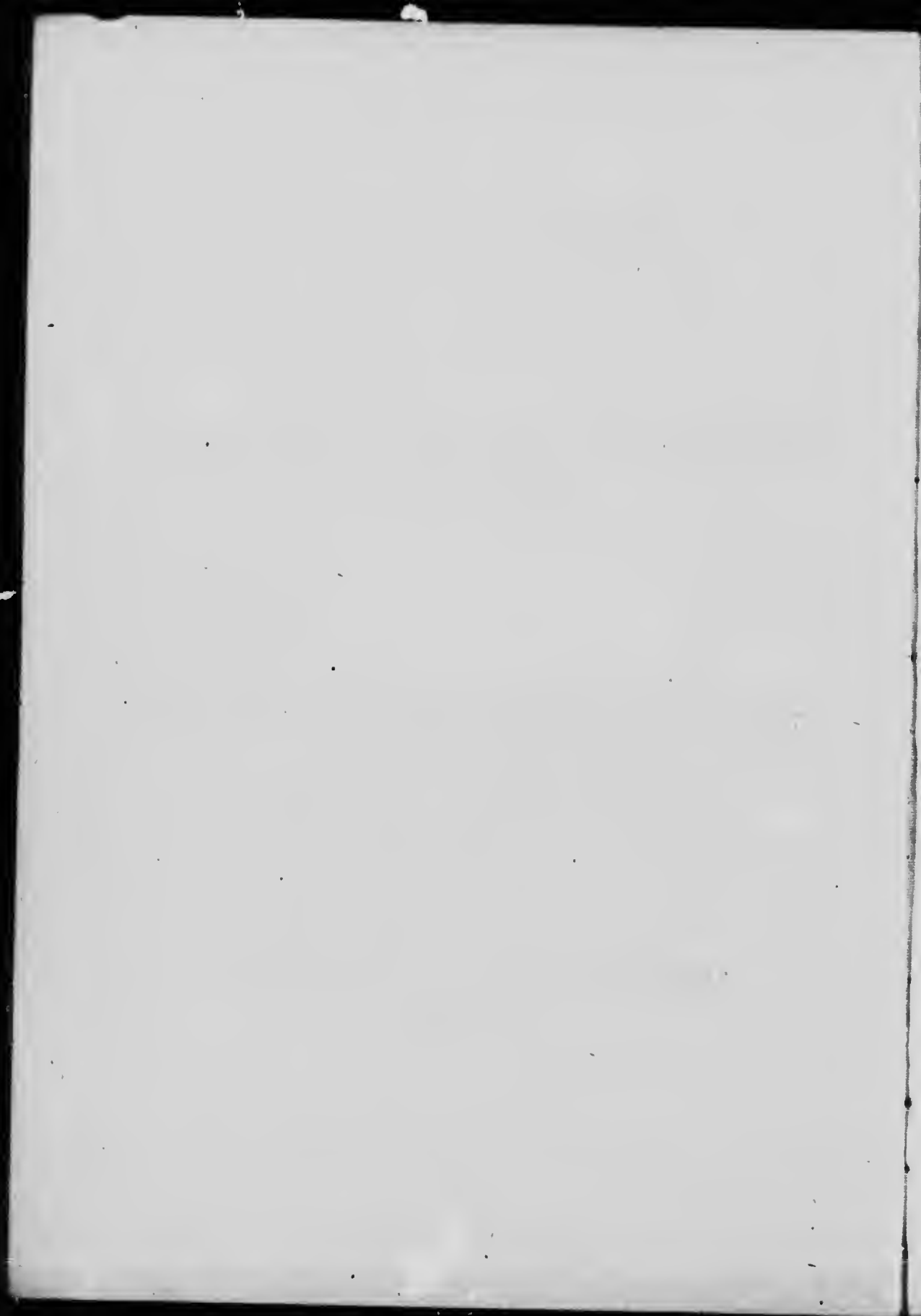
MINISTER OF TRADE AND COMMERCE

WILL CALL

THE BUSINESS INTERESTS OF THE COUNTRY

IN OCTOBER

1916



DEPARTMENT OF TRADE AND COMMERCE,

OTTAWA, 7th August, 1916.

The following "Outlined Plan of Preparation for the National Trade and Commerce Convention" has been very kindly prepared and submitted by Mr. F. G. McAllister, B.A., of Toronto, as suggestive of a plan of action that might be adopted by those engaged in the country's industries, in order to properly prepare for the proposed conference.

F. C. T. O'HARA,
Deputy Minister.

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ON the 4th of June last The Right Hon. Sir George Foster, Minister of Trade and Commerce, issued the following clear cut and comprehensive call to those interested in the development of Canada:

A CALL TO ACTION.

"For nearly two years a colossal and far-reaching war has convulsed the activities and disturbed the avocations of the world, has destroyed an incalculable amount of accumulated wealth, killed and disabled millions of the world's best workers, abstracted millions more from beneficent productive work to provide munitions for the destruction of life and property, and involved the warring nations in expenditures and debts which pass the power of man to comprehend, the burden of which must remain for long years to cripple and restrict the progress of mankind.

"Though none can foresee the end of this war, yet the end must be drawing appreciably nearer and peace must eventually come. Until that time comes production will be largely abnormal, and every possible energy must be directed to the great purpose of preparing soldiers, providing munitions of war and supplies for its maintenance. The normal work of industry and productive power must, for the time, give precedence to war work.

"But the date draws continually nearer when this abnormal activity will cease, and the world, and Canada along with it, will move back towards normal. This transition period will, I believe, prove more grave and critical than that which marked the plunge from peace to war in 1914.

"In the belligerent world fully 20,000,000 adult men will lay down arms and flood back into the fields and factories, the cities, towns, and countrysides; whilst millions more will lay down the tools now being used in making war munitions and take up again the tools of peaceful pursuits, and still other millions, now engaged in the vast subsidiary services of the war, will be thrown out of employment and have to look for work in other lines.

"The change is obvious on a moment's reflection; but it needs the deepest and most serious thought to adequately sense the tremendous meaning of that change.

"In Canada we shall have our problems to solve, and it will tax the wisdom and energy of us all to bring about a successful solution.

"Therefore it becomes necessary for business men and men of knowledge and experience to begin an earnest study of the situation that must soon be faced.

"As one means to this end, the Department of Trade and Commerce has thought it wise to convene in the coming autumn a convention of the business

men of Canada to advise together, out of their practical and varied experience and knowledge, as to the best means of meeting the coming situation and of mobilizing the business forces of Canada so as to employ our labour, increase our production, and enlarge our markets along peace lines.

"Before such a convention meets, it is necessary that much spade work be done, much study and thought bestowed, and much consultation and interchange of views be had in each great branch of production and distribution.

"In no other way can such a gathering be rescued from becoming a mere theatre for declamation and debate and turned into a useful and effective means to the great end desired. Therefore I am venturing to solicit most earnestly the help and co-operation of Boards of Trade, the Manufacturers' Association, the great transport corporations, the bodies of scientific and industrial research, the engineering associations, the labour bodies, the mining, fishing, lumbering, and agricultural interests, the banking institutions, and generally of all men of knowledge and experience.

"If these will begin at once to examine, to think, to discuss, and to confer with one another in their respective fields of work and activity, they will be better prepared to answer certain fundamental questions which must be asked and answered before our productive and distributive capabilities become properly mobilized and energized for the great work that lies before us.

"Rebounding from two years and more of the most destructive and wasteful war of history, the world will then plunge into a trade and economic contest in which forces will assume totally new alignments, when competition will be keener and stronger than ever, and when science and organization will play a leading part in any successful role. For this struggle Canada must gird up her loins and make ready her full equipment of preparedness. She has the advantage over many other countries in richness and abundance of resources, in geographical world position, in vigour of race and in robustness of intellectual and moral fibre, while hope verging on pronounced optimism is an abiding and stimulating force with our people.

"I doubt, however, if we yet sense adequately the unnatural situation in which we have become involved, or the wrench and strain that will accompany the resumption of our natural and normal position.

"In the two years of war activity our iron and steel manufacturers, for instance, have set aside much of their machinery used in peace times and installed in its place machinery adapted to war purposes—have organized and co-operated and systematized for war work, and in doing so have learned valuable lessons in accuracy of finish and regularity of output and directive efficiency, which should prove valuable asset for the future. But in the process they have discontinued the old business and lost the old customers. So with many other lines of manufacturing connected with war activities. Work has been provided by governments—been fairly forced upon manufacturers by governments and been paid for by governments without trouble to the manufacturers, of travellers, of representation, of the initiative and organization involved in soliciting peace orders. A habit of receptivity has thus been formed which will have to be unlearned

when the bells of peace ring out. Then governments will largely recede as feeders and providers. Each manufacturer will have to seek business for himself—put back the old peace machinery or adapt the new war machinery to peace production, and betake himself to the old peace methods of hunting up business; but then, let it be remembered, in an atmosphere hot with the keenest competition. Are we thinking out now what we will do then and how we will do it?

“The object of this appeal is to challenge attention, to evoke thought and devise means to bring about industrial and commercial preparedness.

“The question which it seems to me each should face is this: “What will be the situation as regards our industry in Canada when the war ends, and how can we best meet it?”

“Will our steel industry, our textile industry, and all our great industries, our transport corporations, our banking people, our agricultural and lumber and fishing and mining interests, our engineering, chemical and scientific research associations—in a word, all our lines of production, natural and industrial, our labour associations, and our great educational institutions take up and canvas and work out their ideas along the line of this question?

“And to do this effectively will each one of these interests in this time of great national need take the trouble to get together a select number of their best and brightest representatives, who will make it their business to conduct a thorough examination and be ready to counsel and advise their Canadian co-workers?

“And then, will they be prepared, after such examination and thought, to meet in the proposed convention ripe in well-based conclusions, fertile in well considered plans, and ready for co-operation each with every other in one united intelligent, systematized national effort to increase production and capture our share of home and foreign markets?

“If, for the next two or three months, spade work like this were carried on, the succeeding convention should be made an epoch in the economic and industrial development of Canada.

“This is the nation’s own work, a reconstructive work greater even than the work of war. Shall we take it up in dead earnest and prove ourselves equal to the task?”

GEORGE E. FOSTER,
Minister of Trade and Commerce.

FOREWORD

It would be entirely futile for those interested in Canada's progress to meet in convention without in the meantime undertaking a serious study as to Canadian resources, the extent to which they have been used in the past, and the possibilities for greater development in the future—all essential to the bringing of the tax load of the people quickly down to normal again. Canadian business men appreciating their responsibilities in connection with the solving of their country's problems, must know that team play is absolutely essential and therefore it is their duty to get together and do some very heavy thinking between this and the date of the convention, which, it is presumed, will be some time in the latter part of October.

Team play is impossible without some skeleton plan of procedure, and the present memorandum has been prepared in order to give a lead in the matter of organizing forces, so that the country may obtain the fullest benefit of the knowledge and ripe experience of those engaged in the country's commerce and industry. This memorandum has been hurriedly prepared. It is not claimed that it outlines the best method of procedure; it is merely advanced with the hope that it will be helpful to those wishing to seriously study trade and other conditions in Canada.

SCOPE AND CLASSIFICATION OF WORK.

The memorandum herewith submitted alternately assumes two standpoints from which the problems before the business interests of the country may be studied: viz.—

(a) The standpoint of the various factors that enter into the upbuilding of Trade, such as Market opportunities at Home and Abroad, Credit information and Banking facilities, Commercial training, Transportation facilities, Labour, Immigration, Industrial equipment, Industrial research, and the study of Raw Materials.

(b) The standpoint of the various classes of goods into which the production of the country falls.

In the following pages it is suggested that a number of Committees be assigned to certain definite problems developing from each of these viewpoints and that group "b" be confronted with a series of questions along lines analogous to those herein indicated. In addition it is suggested that as a matter of convenience, first in handling the secretarial side of the work, and later in keeping the convention from being swamped by irrelevant suggestions and discussion, a *Committee on Recommendations* be appointed, and that to this Committee all other Committees doing "field work" hand in their memoranda prior to the Convention.

GROUP "a."

TEN INSIDE COMMITTEES are suggested, each dealing with an outstanding Factor in the up-building of Trade.

Successful industrial and commercial development on an international scale is divisible into ten more or less outstanding factors. If it is desired to have all available data and opinion concerning each factor thoroughly threshed out and digested separately by Select Committees of authorities before being assembled in a co-ordinated national programme, they should be given their assignments as early as possible, as it is very difficult to secure rapid work during the warm weather. A list of such Committees would presumably be somewhat as follows:—

1. Committee on Home Market Possibilities and Competition with Imports.
2. " Foreign Markets and the Opportunities they offer.
3. " Credit Information and the Extension of Banking Facilities Abroad.
4. " Plans toward Providing Special Education and Training for Prospective Commercial Representatives of Canadian Firms in Friendly Export Markets.
5. " Transportation.
6. " Labour.
7. " Immigration and Colonization.
8. " Industrial Equipment, Plants, and Processes.
9. " Development of Industrial Research.
10. " Raw Materials.

I.

**COMMITTEE ON HOME MARKET POSSIBILITIES AND
COMPETITION WITH IMPORTS.**

(Reducing imports into Canada by improving neglected opportunities in home production.)

The following table of imports for 1914¹ indicates that in her home market Canada has a great field of work—a field that is growing.

CANADIAN IMPORTS, 1914.

Animals.....	\$ 2,514,726
Books.....	6,754,369
Brass.....	4,415,202
Grain and Products (native to Canada).....	6,307,578
Bricks, clays, tiles, etc.....	3,268,147
Carriages, automobiles, etc.....	20,097,851
Coal, bituminous.....	26,140,676
Drugs, dyes, chemicals and medicines.....	14,638,289
Electric Apparatus.....	8,924,314
Fish.....	2,172,900
Fruits and nuts.....	17,233,223
Furs.....	3,754,626
Hats and caps.....	5,452,457
Manufactured Iron and Steel.....	115,294,294
Manufactured Leather.....	8,454,176
Manufactured Metals.....	24,646,427
Musical Instruments.....	2,154,737
Oils.....	17,095,226
Optical instruments.....	1,404,137
Paints and colours.....	2,160,669
Paper.....	8,043,368
Provisions (Butter, cheese, lard, etc.).....	2,911,412
Meats.....	5,200,000
Seeds.....	1,671,000
Soap.....	1,323,010
Spirits (except medicinal and perfumed).....	5,469,698
Sugars.....	15,062,627
Vegetables.....	3,306,930
Watches.....	1,574,261
Wood.....	24,675,869
Wool (and goods).....	31,438,223

¹ Normal pre-war conditions.

II.

COMMITTEE ON FOREIGN MARKETS AND THE OPPORTUNITIES THEY OFFER.

(Increasing Exports from Canada.)

One example of the opportunities abroad is afforded by the Russian market. The following figures for 1913 are given by Alexander Wladimirowitch Behr, Vice-President of the Russian-American Chamber of Commerce, of Moscow.

R U S S I A.

Article Imported.	Total value.	Amount supplied by Germany.
	\$	\$
Simple machinery of iron and steel.....	18,747,730	14,626,050
Pig Iron manufactures	1,721,274	1,366,837
Manufactures Copper Alloys.....	5,306,686	4,708,065
Tin Plate manufactures.....	3,015,333	2,635,491
Metal Working machinery.....	6,585,616	5,488,934
Dynamos and Electric Motors.....	5,008,348	4,431,762
Parts of Machine and Apparatus.....	9,559,144	6,966,330
Electrical Appliances.....	3,506,284	3,196,215
Musical Instruments.....	3,395,279	3,020,612
Motor Car and Trucks.....	8,951,095	7,102,264
	65,796,750	53,560,560

In other words, of eleven leading classes of imports, showing a total of \$65,796,750, over 81 per cent was, in 1913, imported by Germany. These are figures for one country only.

Following the home market, twelve primary markets **challenge** the Canadian producer:—

- For the Empire—*
1. Australia.
 2. Egypt.
 3. India.
 4. South African Union.
 5. United Kingdom.

- The Allies—*
6. Belgium.
 7. France.
 8. Italy.
 9. Japan.

- Other—*
10. Russia.
 11. China.
 12. United States of America.

To convey these twelve **challenges**, to the business interests convened in October, the suggestion is advanced to search out and assign to an authority or sub-committee for each country the task of preparing for publication in printed form as attractive a "prospectus" of respective market opportunities as possible, covering:

- (1) Outstanding demands, complimentary to Canadian products.
- (2) Present banking, credit and collection facilities.
- (3) What competing countries are doing and planning.

To accompany the above ask each to prepare a chart of present annual imports by countries and articles.

These, or similar sub-committees, might prepare in respect of each country also, a memorandum of recommendations or suggestions for submission to the General Committee (Number 2) on Foreign Markets and their development, such a memorandum to outline:

- (1) Present facilities offered the Canadian importer as compared with facilities available for importers of other countries.
- (2) Present methods of operation of Canadian importers, as compared with others.
- (3) Present returns, with comparisons.
- (4) Suggested plan of re-organization and development regarding:—
 - (a) Credit terms, terms of sale, discount markets.
 - (b) Banking facilities, cash terms *versus* letters of credit, extension of open accounts, collections, rating reports.
 - (c) Terminal and transportation facilities—methods of shipment.
 - i. Formalities.
 - ii. Steamship service.
 - iii. Forwarders and their operations.
 - iv. Handling shipments in bond—bills of lading—consular invoices.
 - (d) Combinations of manufacturers—when and how effective.
 - (e) Adaptation of Canadian products to foreign demands.
 - (f) Development methods.
 - (1) Branch offices and travelling salesmen.
 - (2) Advertising.
 - (3) Commission houses.

III.

**COMMITTEE ON CREDIT INFORMATION AND THE EXTENSION
OF BANKING FACILITIES ABROAD.**

Credit is the foundation of all large trade operations. It was by the masterful and energetic handling of this problem and by constantly applying and developing its beneficial influence that the countries prominent in international commerce secured their firm position in the world markets. The power and the wealth of Great Britain and Germany are due in a great measure to their achievements in oversea trade.

The basis for the successful commercial attainments of these countries is to be found in the underlying system of credits granted by bankers to importing and exporting houses.

GEO. VON SEBECK,
Guarantee Trust Company, New York.

Banking Abroad.

It has been suggested that what would be impossible for one bank to undertake in the way of establishing itself and building up profitable business abroad might be accomplished by a co-operative arrangement among a number of our larger banking institutions, brought about through the Canadian Bankers Association. The idea is that the Association as such organize a joint banking institution under some such designation as "Associated Banks of Canada," to the stock of which the individual member banks would subscribe. This institution would then open up places of business in each of the more attractive foreign market centres. Such an organization would be a trade medium as well as a bank.

IV.

COMMITTEE TO DRAFT PLANS TOWARDS PROVIDING SPECIAL EDUCATION AND TRAINING FOR PROSPECTIVE COMMERCIAL REPRESENTATIVES OF CANADIAN FIRMS IN FRIENDLY EXPORT MARKETS.

A formal announcement has been made by the National City Bank, of New York, of a plan for developing college students for positions in foreign countries, as representatives of the bank. It is proposed to begin with about one hundred undergraduates of American colleges, who will spend their sophomore and junior vacations in various departments of the bank, returning at the middle or close of their senior year to complete a year's training. Those who qualify for positions will be sent abroad.

Arrangements have been made between the bank and Harvard, Yale, Princeton, New York University, Columbia, Cornell, and the University of Pennsylvania. Representatives of these eastern institutions and W. S. Kies, vice-president of the bank, are negotiating with representatives of Chicago University, Northwestern University, and the Universities of Wisconsin, Michigan, Minnesota, and Illinois, for an extension of the plan.

The following is a paragraph from the *New York Times* commenting on the movement:—"The development of American foreign commerce and its advancement after the war in the face of the keen competition which may be expected demands that American business interests in the foreign field must be conducted by Americans. Years ago the English and Germans recognized the principle that a lasting foreign trade was dependent upon the exportation of their commercial products and capital. Most of all, the development of American foreign commerce depends upon the character and training of the men who are to carry on the work. England early realized this, and in the establishment of her foreign branch banks that were the forerunners of her commercial advance, especially in South America, she instituted a system of schooling for her junior clerks and taught them to look forward to going into the foreign service in the interests of her commerce. Germany trains her young men early for the commercial service, and an elaborate system of schooling, beginning with the lower grades and continuing through the higher education of Universities, was worked out to fit her young men for her growing trades. Their courses of study are shaped to that end. After this training period they are sent to the countries of their activities to grow up with their future customers and to enter into the life of the country."

V.

COMMITTEE ON TRANSPORTATION.

(Railway and Steamship.)

"International trade, as regards most commodities, is highly competitive. The successful development of foreign commerce is dependent upon the economy and efficiency of domestic production and upon the working out of the territorial division of labour, that will enable each section of the country to engage in the productive activities for which it is best equipped as to climate, resources, and labour supply. Success in production, which is the necessary antecedent of foreign trade, is the result of the best use of the various resources of the country, of the application of labour and capital where they will produce the largest results, of the distribution and organization of industry that will yield the largest annual output at the minimum cost.

"A country of continental proportions can engage largely and profitably in foreign trade only if equipped with economical means of transportation both by land and by sea. The country well supplied with railways and inland waterways that are co-ordinately and efficiently managed and that serve all sections capable of settlement and development is able to engage successfully in the production of exports and to make profitable use of large quantities of imports both of raw materials and of more or less completely fabricated manufactures. The entire country with all its resources and energies may engage in industrial competition with other countries and sections of the world."

EMERY R. JOHNSON, Ph. D., Sc. D.

Professor of Transportation and Commerce, Pennsylvania University.

VI.

COMMITTEE ON LABOUR.

(Trade and Technical Education—Cost of Living.)

At a session of the Imperial Parliament in January, at which the economic mobilization of the full strength of the Empire for the purposes of the war with Germany was sanctioned, a leading statesman-economist arose and delivered a speech that has set England talking and organizing for the purpose. The thing England must do, he said, if she would hold her place secure in the trade of the world, was to mobilize the technical science and commercial knowledge of the whole country and to use it every day in the country's industries; for Germany's industrial and political power came from the effect of employment of trained technical skill all through the nation's business activities. Other leading Englishmen are now saying the same thing—calling upon England to better organize the mental equipment of her industries to meet Germany's methodical use of intellect in industry.

VII.

COMMITTEE ON IMMIGRATION AND COLONIZATION.

"The total immigration of Canada was 402,432 in the year 1913, and 384,878 in 1914. It was not until the year 1842 that immigration to the United States passed the 100,000 mark. In no year prior to 1850 did it reach 300,000. A very small number of immigrants reached the United States during the first quarter of the nineteenth century. In the year 1825 the immigrants numbered 10,199. During the next five years the annual immigration averaged 20,587. For the last seven decades of the nineteenth century the immigration was as follows:—

1831-1840.....	599,928
1841-1850.....	1,713,257
1851-1860.....	2,577,580
1861-1870.....	2,278,625
1871-1880.....	2,812,191
1881-1890.....	5,245,613
1891-1900.....	2,344,420

"During the ten years ending with 1914 the total immigration to Canada was 2,530,799, as compared with 2,577,580 arriving in the United States during the decade ending with 1860, when the United States had a population of 31,443,321. During the decade ending with 1870, when the United States had a population of 38,558,371, the immigration was over 250,000 less than the immigration to Canada during the decade ending with 1914, when the population of Canada did not exceed nine millions. For the decade ending with 1880 when the population of the United States was 50,155,783, the immigration to the United States averaged only 28,139 more annually than the Canadian average for the ten years ending with 1914. These figures have great significance in considering the probable growth of Canada during the twentieth century. The development of the United States in the nineteenth century was regarded as more marvellous than that of any other country in the world's history, but the percentage of the growth of Canada since the beginning of the twentieth century has been far greater than that of the United States in any period of equal length during the last century."

—WATSON GRIFFIN, in "Canada, the Country of the Twentieth Century." Official publication of the Department of Trade and Commerce: 1915.

VIII.

COMMITTEE ON INDUSTRIAL EQUIPMENT, PLANTS AND PROCESSES.

(Looking to the elimination of wasteful effort, the substitution of more profitable methods of production, and the encouragement of meritorious enterprise along scientific lines.)

The suggestion has been brought forward of enlisting the services of the engineers and chemists of the country in developing a number of general leads for the manufacturers, along scientific lines.

It should be possible to get in touch with the engineers and chemists as a class through the secretaries of their various associations, inviting them to state to what extent they would be able to associate themselves with such committee work as might be designated, or on their own initiative work out and submit those lines of endeavour which appear to them to be essential to a broad yet detailed programme of development.

A group of practical scientific men of this class would have the results of the surveys of raw materials, mentioned hereafter, before them, on the one hand, and an analysis of the increasing variety of finished or semi-manufactured products called for in the markets of the world, on the other; and given sufficient scope in authority and facilities might well be expected to bridge over strand by strand, process by process, and enterprise by enterprise, what is now but a yawning chasm of neglected opportunity.

IX

COMMITTEE ON DEVELOPMENT OF INDUSTRIAL RESEARCH.

A score of scientific societies in England have joined in the movement to bring out from pigeon holes and filing cabinets the scientific knowledge that can be made use of in manufacturing, to get it into use. This organization is called The Conjoint Board of Scientific Societies.

Also, an advisory Council of scientific and industrial research has been formed, with a membership in which institutions, leading individual scientists, men at the head of technical and other industries, engineers and industrial experts are joined. This Council has raised money and accepted the exclusive services of some of the best specialists in industrial science, and is conducting an extensive research for the solution of certain specific problems relating to industries.

Two outstanding illustrations on this continent of development along these lines are (1) the Bureau of Standards at Washington, D.C., a department of the United States Federal Government, and (2) the Pittsburg Laboratories of the Carnegie Institute. Others might be enumerated. It is reported on good authority that as a result of laboratory investigation of this kind made by one of these latter institutions an announcement will be made during the next two months to the effect that hereafter the wastage of two of the leading crops in the United States can be utilized in the production of by-products whose value will approach that of the primary crops themselves. These projects have been taken up by a number of American capitalists.

Individual manufacturers have been induced to bring their problems to the Pittsburg Institute, and it is suggested that an arrangement might be made in Canada by which Canadian Manufacturers could turn over their problems to the University laboratories, and that as an inducement to the Universities and an attraction to our more brilliant students, many of whom are at present to be found in United States laboratories, these latter be assured a share in any royalties resulting from the perfecting and commercialization of new processes. This would prove a new source of revenue to the universities and a stimulus to extensive research on the part of university men.

X.

COMMITTEE ON RAW MATERIALS.

(Natural Resources and their proper Utilization.)

A General Committee is suggested, on which will act representatives from the Department of the Interior, the Geological Survey, the Canadian Conservation Commission, the Commission on Natural Resources, the Department of Mines; the Federal Department of Agriculture and other Federal and Provincial Departments and Commissions in a position to contribute suggestions and information of value. With these might be grouped some of the leading engineers, railway men, and manufacturers interested in the scientific development of the country as a whole.

GROUP "b"

AN OUTSIDE GROUP OF COMMITTEES IS SUGGESTED REPRESENTING RESPECTIVELY THE VARIOUS CLASSES OF GOODS INTO WHICH THE PRODUCTS OF THE COUNTRY FALL.

Group "b."

AN OUTSIDE GROUP OF COMMITTEES is suggested, representing respectively the various classes of goods into which the products of the country fall, as, for example, Agricultural generally, or grains specially, Forest products, Iron and Steel, Cereal foods, etc.

Committee on Agriculture.

Agriculture is, of course, our basic industry and as such demands primary attention.

It is suggested that this phase of the work might best be dealt with by calling on the principal officials of the Federal and Provincial Departments of Agriculture to assume, as a General Committee on Agriculture, the responsibility of inaugurating and carrying through all necessary activity in connection with this part of the Convention's programme.

Other Group Committees.

Following agriculture in its general aspects, the twenty odd leading special groups of industries, judged from the standpoint of export importance, and naming only those exceeding in export values \$2,000,000 annually, when presented in tabular form appear as follows:—

Product Exported (1914.)	Value in Dollars.	Product Exported (1914.)	Value in Dollars.
1. Grains.....	138,000,000	14. Nickel.....	5,000,000
2. Forest products (logs,lumber,etc.)	43,000,000	15. Codfish.....	5,000,000
3. Seeds (principally flax).....	26,000,000	16. Coal.....	4,000,000
4. Flour.....	21,000,000	17. Bacon.....	4,000,000
5. Cheese.....	19,000,000	18. Lobsters.....	4,000,000
6. Paper.....	13,000,000	19. Automobiles.....	4,000,000
7. Copper.....	9,000,000	20. Apples.....	3,000,000
8. Hides.....	9,000,000	21. Iron and steel (manufactured)...	3,000,000
9. Agricultural implements.....	8,000,000	22. Asbestos.....	3,000,000
10. Cattle.....	8,000,000	23. Fertilizers.....	3,000,000
11. Salmon.....	7,000,000	24. Cereal foods.....	2,000,000
12. Wood Pulp.....	6,000,000	25. Milk and cream.....	2,000,000
13. Furs (undressed).....	6,000,000		

Chemicals and drugs, hay, aluminium, and leather (manufactured) approach the two-million mark. It will be noted that Gold and Silver have not been incorporated in the above table.

Striking out or adding to these groups as desired, arrangements might be made to submit to a committee of each a questionnaire subdivided into ten

topical sections, returns to be made by September 20th. The sections of the questionnaire submitted to these groups, or outer committees thereof would correspond to the subdivisions of subject matter assigned to the ten inner Committees already mentioned: that is (1) Home competition with Imports; (2) Foreign Development and Export Groups; (3) Credit Information and Banking Facilities; (4) Training of Commercial representatives; (5) Transportation; (6) Labour and Education; (7) Immigration and Colonization; (8) Industrial Equipment; (9) Industrial Research Laboratories; (10) Raw materials.

The grouping of industries according to magnitude of export is not put forward as an arbitrary classification, although some classification thoroughly systematic is called for.

Upon receipt of the returns on September 20, copies might be struck off and each of the ten inside committees supplied. These latter, not having to bring in their reports until some time later, would thus have a good deal of first-hand material to guide them in formulating their own recommendations.

One Foreign Manufacturer talks to others.

"The present time presents unprecedented opportunity for a policy of getting together. It is an era requiring economic standardization. It is a time for common counsel to prevail and the subordination of personal or local prejudices. It is an epoch ripe for patriotic industrialism.

"Manufacturers cannot delegate their responsibility and duty of a deeper interpretation of conditions. Indeed, the American manufacturer is more and more called upon and should be called upon to play a public part instead of merely a private part in Governmental affairs and public questions. We have the right to speak and to be heard. But we should not speak nor ask to be heard unless what we say is constructive, truthful, and valuable. If our friends the so-called industrial experts, sociological investigators, and students of political and social science are studying the meaning of the forces of industry and seeking remedial measures, and we are doing nothing along such lines, we have no right to criticize conclusions they arrive at, unless we are able to demonstrate their errors. In other words, I may say that now-a-days a manufacturer, whether he realizes it or not, is compelled to be an economist, student, and statesman. The old idea that the manufacturer is one who merely converts raw material into finished product is past. We must wake up to a realizing sense and quick perception of the tremendous part our manufacturing industry is playing in our country."

COLONEL GEORGE POPE,

President of the National Association of
Manufacturers of the United States.

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QUESTIONNAIRE.

The endeavour has been made to construct a circular or questionnaire loose enough, broad enough, and yet systematic enough to accomplish three ends.

1. To secure certain definite information and opinion from authoritative sources upon which the ten Inside Committees, and later the Convention itself can rely. This the circular should yield in the hands of the duly appointed Outside Committees and other authorities.

2. To extend to Municipalities, Associations, and individuals the opportunity to express their views, so that they shall be given to feel that their participation and co-operation is requisite. From these sources many suggestions of value will assuredly come.

3. To instigate and provoke some attention to the situation that is developing, among those who have heretofore given it scant attention. This is an educational phase, and should prove of considerable importance in creating an atmosphere favourable to actual achievement.

Questionnaire to be placed in the hands of—

A.

Twenty odd Committees representative of various class interests such as those outlined in Group "C"

B.

(In smaller centres having Boards of Trade.) The secretaries of the Boards of Trade.

C.

(In smaller centres having no Boards of Trade.) The Mayors of the Municipalities.

D.

The Press.

E.

(As an alternative to "A.") Conference groups to be called locally at as early a date as possible.

F.

The Inside Committees outlined in Group "a"

G.

A selected list of University Graduates in Science and Economics (in Canada, in the United States, and elsewhere) and others.

I.

Home Competition with Imports.

(a) State in some detail the extent to which you believe aggressive development activities in home markets, as against imported goods, would benefit producers in your group.

(b) Outline the maximum achievements in the home market you believe to be possible during the next ten years in your line.

(c) Make a reference list of what you rely on as the authoritative books, articles, and addresses on this subject appearing within the past few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement for the attainment of the results you indicate.

(e) State shortly the conditions which at present you believe stand in the way of producers in your group achieving the results you indicate.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions you advance under this heading.

(g) Outline changes in present conditions which you believe to be necessary to the realization of your proposals.

(h) Outline changes in present methods generally which you believe to be necessary for the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced, and completed.

(k) Give a brief résumé of what you know has been accomplished already along the lines you indicate, both in Canada and abroad.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought up name the men in your group, or outside, who are thoroughly equipped to give an authoritative opinion if called upon.

II.

Foreign Development and the Organization of Export Groups.

- (a) State in some detail the extent to which you believe aggressive activities in foreign markets would benefit exporters of your products.
- (b) Outline briefly the maximum development you believe to be possible during the next ten years among exporters in your group.
- (c) Make a reference list of what you rely on as the authoritative books, articles, and addresses on this subject appearing within the past few years.
- (d) Intimate to what extent you believe the members in your group in general would commit themselves to a concerted movement to attain the maximum development mentioned.
- (e) State shortly the conditions which you believe stand in the way of exporters in your group, developing fully the opportunities before them.
- (f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions you advance under this heading.
- (g) Outline the changes in the facilities afforded abroad which you believe to be necessary to the realization of your proposals.
- (h) Outline the changes in the methods of operation at present in use which you believe to be necessary to the realization of your proposals.
- (i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.
- (j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced, and completed.
- (k) Give a brief résumé of what you know has been accomplished already along the lines you indicate, both by exporters of your group and by others here and elsewhere.
- (l) Give data in sufficient detail to support any views advanced.
- (m) For the various phases and points brought up, name the men in your group and outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

III.

(A)—Credit Facilities and Extension Abroad.

(a) State in some detail the benefits to be derived by exporters in your group through thorough development of credit facilities and extension abroad.

(b) Outline briefly the maximum development you believe to be possible during the next ten years in this line.

(c) Make a reference list of what you rely on as the authoritative books, articles and addresses on this subject appearing within the past few years.

(d) Intimate to what extent the members of your group in general would commit themselves to a concerted movement to obtain the maximum development mentioned.

(e) State briefly the shortcomings of the present system of credit facilities that are proving a hindrance to exporters.

(f) Suggest ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions you advance under this heading.

(g) Outline the changes and facilities afforded abroad which you believe to be necessary to the realization of your proposals.

(h) Outline changes in the methods of credit operations at present in use which you believe to be necessary to the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief résumé of what you know has been accomplished already along the lines you indicate both for exporters of your group and for others here and elsewhere.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought up name the men in your group who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

III. (B)—Banking Facilities Abroad.

(a) State in some detail the extent to which you believe the development of more extensive banking connections and facilities in foreign markets would benefit exporters of your product.

(b) Outline briefly the maximum development you believe to be possible within the next ten years along these lines.

(c) Make a reference list of what you rely on as the authoritative books, articles and addresses upon this subject appearing within the last few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement to attain the development mentioned.

(e) State shortly the banking conditions which you believe stand in the way of exporters at present developing fully the opportunities before them.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions advanced under this heading.

(g) Outline the changes or connections with present banking facilities abroad which you believe to be necessary to the success of your proposals.

(h) Outline changes in the methods of operation at present in use which you believe to be necessary to the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief résumé of what you know has been accomplished already along the lines you indicate.

(l) Give in sufficient detail data to support any views advanced.

(m) For the various phases and points brought up name the men in your group or outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

IV.

Education and Training (University Courses) for prospective Commercial Representatives entering the service of Canadian Exporters.

(a) State in some detail the extent to which you believe the establishment of such courses in our universities would benefit exporters of your products.

(b) Outline briefly the extent to which you believe development along this line is possible within the next ten years.

(c) Make a reference list of what you rely on as the authoritative books, articles and addresses on this subject appearing within the last few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement to attain the development you mention.

(e) State shortly the obstacles which you believe stand in the way of such development.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions advanced under this heading.

(g) Outline the facilities which you believe to be necessary to the realization of your proposals.

(h) Outline the methods of your co-operation which you believe to be necessary to the successful carrying on of such work.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief résumé of what you know has been accomplished along the lines you indicate.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought forward name the men in your group or outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

V.

Transportation (Railways and Steamship).

- (a) State in some detail the extent to which you believe the reorganization of transportation facilities to the seaboard and overseas would benefit exporters of your products.
- (b) Outline briefly what readjustments you believe it possible to make during the next ten years in this respect.
- (c) Make a reference list of what you rely on as the authoritative books, articles and addresses on this subject appearing within the last few years.
- (d) Intimate to what extent you believe the members of your group in general would commit themselves to the concerted support of a movement to attain the readjustments mentioned.
- (e) State shortly the transportation conditions which you believe stand in the way of exporters of your line developing fully the opportunities before them.
- (f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions advanced under this heading.
- (g) Outline the changes in the facilities afforded which you believe to be necessary to the realization of your proposals.
- (h) Outline changes in the methods of operation at present in use which you believe to be necessary for the realization of your proposals.
- (i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.
- (j) State in some detail steps by which you believe such a plan might be successfully initiated, advanced and completed.
- (k) Give a brief résumé of what you know has been accomplished already along the lines you indicate.
- (l) Give data in sufficient detail to support any views advanced.
- (m) For the various phases and points brought forward name the men in your group or outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

VI.

Technical Education of Labour.

(a) State in some detail the extent to which you believe active development in this direction would benefit producers in your group.

(b) Outline briefly the maximum development you believe to be possible during the next ten years along these lines.

(c) Make a reference list of what you rely on as the authoritative books, articles, and addresses on this subject appearing within the last few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement to attain the development mentioned.

(e) State shortly the conditions which you believe stand in the way of producers in your line, developing fully the opportunities before them.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions advanced under this heading.

(g) Outline what changes in present conditions it will be necessary to inaugurate for the realization of your proposals.

(h) Outline changes in the methods of co-operation at present in use which you believe will be necessary for the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief résumé of what you know has been accomplished already along the lines you indicate, both in Canada and elsewhere.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought up name the men in your group who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

VII.

Immigration and Colonization.

- (a) State in some detail the extent to which you believe manufacturers in your group would benefit by increased immigration and colonization work.
- (b) Outline briefly the maximum development you believe to be possible during the next ten years along these lines.
- (c) Make a reference list of what you rely on as the authoritative books, articles, and addresses on this subject within the past few years.
- (d) Intimate to what extent you believe the members of your group in general would associate themselves with a concerted movement to attain the development mentioned.
- (e) State shortly the conditions which you believe stand in the way of producers in your group working more intensively along these lines.
- (f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions you advance under this heading.
- (g) Outline changes in present conditions which you believe to be necessary to the realization of your proposals.
- (h) Outline changes in present methods of promoting this work which you believe to be necessary for the realization of your proposals.
- (i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.
- (j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.
- (k) Give a brief résumé of what you know has been accomplished already along the lines you indicate.
- (l) Give data in sufficient detail to support any views advanced.
- (m) For the various phases and points brought forward name the men in your group and outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

VIII.

Industrial Equipment and Plants and Public Facilities.

(a) State in some detail the extent to which you believe exporters in your group would benefit by a more intensive study and overhauling of equipment, plant, and public facilities.

(b) Outline briefly the maximum development you believe to be possible during the next ten years along these lines.

(c) Make a reference list of what you rely on as the authoritative books, articles, and addresses on this subject within the past few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement to attain the development mentioned.

(e) State shortly the conditions which you believe stand in the way of producers in your group working more intensively along these lines.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions you advance under this heading.

(g) Outline changes in present conditions which you believe to be necessary to the realization of your proposals.

(h) Outline methods of co-operation among bodies interested which you believe to be necessary to the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief résumé of what you know has been accomplished already along the lines you indicate, both by producers of your group and by others here and elsewhere.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought up name the men in your group, or outside, who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

IX.

Industrial Research Laboratories.

(a) State in some detail the extent to which you believe the systematic development of research laboratories would benefit producers of your goods.

(b) Outline briefly the maximum development you believe to be possible along these lines during the next ten years.

(c) Make a reference list of what you rely on as the authoritative books, articles and addresses appearing during the last few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement to attain the development mentioned above.

(e) State shortly the obstacles you believe stand in the way of exporters in your line pushing more consistently the development of research laboratories.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions advanced under this heading.

(g) Outline the changes in present conditions which you believe to be necessary to the realization of your proposals.

(h) Outline changes in present methods of promoting this work which you believe to be necessary for the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief resumé of what you know has been accomplished already along the lines you indicate, in Canada and abroad.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought forward name the men in your group and outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

X.

Raw Materials.

(a) State in some detail the extent to which you believe an intensive scientific study of raw materials and processes would benefit producers of your goods.

(b) Outline briefly the maximum development you believe to be possible during the next ten years in your line.

(c) Make a reference list of what you rely on as the authoritative books, articles and addresses on this subject appearing within the last few years.

(d) Intimate to what extent you believe the members of your group in general would commit themselves to a concerted movement to attain the development mentioned.

(e) State shortly the conditions which you believe stand in the way of the exporter utilizing materials and working out and availing himself of new processes more fully.

(f) Suggest the ways and name the men in your group by means of which and through whom you expect to see accomplished the suggestions you advance under this heading.

(g) Outline changes in facilities afforded which you believe to be necessary for the realization of your proposals.

(i) Outline briefly in this connection the plan of procedure that appeals to you as most likely to achieve the results you desire.

(j) State in some detail the steps by which you believe such a plan might be successfully initiated, advanced and completed.

(k) Give a brief résumé of what you know has been accomplished already along the lines you indicate both by exporters of your group and by others here and elsewhere.

(l) Give data in sufficient detail to support any views advanced.

(m) For the various phases and points brought forward name the men in your group or outside who are thoroughly equipped by capacity and experience to give an authoritative opinion if called upon.

Plan of Campaign.

The material for this memorandum has been gathered in a very short space of time and can, therefore, only be offered suggestively. It is obvious that to assemble anything of real value in a short time there will have to be a whole-hearted and patriotic support of the movement inaugurated by the Right Honourable Sir George Foster, Minister of Trade and Commerce.

The question is how to mobilize our mental resources in the shortest possible time. The Canadian Manufacturers' Association might possibly undertake the work in the larger centres, while the Boards of Trade, so thoroughly distributed throughout Canada, could be asked in the other centres to forward the movement. Where no board of trade has been organized the mayor of the municipality might be invited to act.

PLAN OF CAMPAIGN.

I.

Searching out and assigning to an authority on each country the task of preparing a "prospectus" of market opportunities there.

These memorandums to be in by September 30.

Country.	Authority responsible for "Prospectus."
1. Australia.....
2. Egypt.....
3. India.....
4. South African Union.....
5. United Kingdom.....
6. Belgium.....
7. France.....
8. Italy.....
9. Japan.....
10. Russia.....
11. China.....
12. United States of America.....

II.

Appointment of ten inside committees each with its definite assignment as follows:—

1. Committee on Home market possibilities and competition with imports.
2. " on Foreign markets and the opportunities they offer.
3. " on credit information and banking facilities abroad.
4. " to draft plans for the establishment of educational courses for prospective commercial representatives of Canadian firms.
5. " on Transportation.
6. " on Labour (Education—Cost of living).
7. " on Immigration and Colonization.
8. " on Industrial Equipment and Plants.
9. " on Development of Industrial Research.
10. " on Raw Materials.

TO REPORT BEFORE SEPTEMBER 30.

III.

Securing the services of a Campaign Executive who might act as Secretary to the Committee on Recommendations and as Publicity Manager.

It is suggested that as soon as the assignments are made the secretarial staff of the Committee on Recommendations could be used to feed from time to time into the flame of each Committee's enthusiasm ideas, suggestions, facts and figures obtained from Government Departments, publications, individuals, etc.

To direct this work it is suggested that the services of a man of large capabilities, who is also skilled in publicity work, be secured. Such a man could not only keep the Committee work fanned to a high point of interest and activity, but direct the stimulation of public thought in general to the problems facing the coming convention.

It is suggested that the active co-operation of the General Press, Daily, Weekly and Illustrated, and also Technical, Trade and Class Journals of all kinds, including Religious Publications, should be secured at the earliest possible date and that material of real interest and moment be made available for them regularly.

IV.

Organizing in a few of the larger centres Conference groups as follows:—

(a) Sending to a small number in each locality The "Call to Action," by the Right Hon. Sir George Foster.

Negotiating an appointment for a local conference.

(b) Personally addressing the initial meeting. Supplying copies of Questionnaire.

(c) For subsequent discussion supplying on request any data and information available in Government Departments.

V.

Instructions to Campaign Executive to sort out all incoming material and to turn over to each committee respectively the ideas, suggestions, recommendations, and criticisms proper to its file.

VI.

Inviting prominent officials in the Federal and Provincial Departments of Agriculture to act as a General Committee on Agriculture.

VII.

Arranging appointments to twenty odd outside committees for "field work," representative of the various classes of industries.

VIII.

Placing in the hands of these committee copies—

- (a) "The Call to Action," by the Right Hon. Sir George Foster.
- (b) Supplementary personal letter (by the Canadian Manufacturers' Association), detailing individual plans of procedure with request for co-operation.
- (c) Questionnaire.

Returns by September 30.

IX.

In centres outside the assignment of the Canadian Manufacturers' Association, placing in the hands of Boards of Trade—

- (a) "The Call to Action," by the Right Hon. Sir George Foster.
- (b) Letter to Secretaries of Boards of Trade outlining Plan of Procedure and inviting co-operation.
- (c) Questionnaire.

Returns by September 30.

X.

In centres without Boards of Trade, placing in the hands of Mayors—

- (a) "The Call to Action," by the Right Hon. Sir George Foster.
- (b) Letter to Mayor outlining necessity for precedent consideration with invitation to co-operate.
- (c) Questionnaire.

Returns by September 30.

XI.

A Follow-up Plan.

It could be suggested to each Provincial Government that its co-operation in the general plan might take the form of appointing two or three strong speakers, who would follow the appeal, request, and Questionnaire into the various centres, strengthen the movement by personally presenting the situation with which Canada is confronted commercially, and by more completely outlining the present work to be done. Such men should not only be strong speakers, but should be men of good executive ability and should remain long enough in each community to organize the work and place responsibility for its completion in a definite and systematic manner, thus inaugurating a practical working out of the suggestions put forward.

Invitations to Convention.

XII.

XIII.

September 30—Questionnaire returns handed over to inside committees.

XIV.

October 10—Committee on Recommendations, enlarged to a General Board, meets, hears recommendations of the inside committees, and formulates proposals.

XV.

The Convention.

APPENDIX A.

MISCELLANEOUS SUGGESTIONS.

- I.—A National Commercial Intelligence Service.
- II.—Medium for the revision of existing legislation restricting the freedom of Internal Trade.
- III.—Informal Commercial referendums.
- IV.—A Patriotic Guild.

A NATIONAL COMMERCIAL INTELLIGENCE SERVICE.

Notes on the Philadelphia Commercial Museum.

ITS SERVICE.

To Manufacturers throughout the United States.

Trade Opportunities abroad.	Statistics of Exports.
Foreign Credits.	Lists of Buyers.
How to Sell Abroad.	Lists of Foreign Importers.
How to Pack.	Translations.
How to Ship.	Consular Regulations.
Advertising in Foreign Countries.	Trade Mark Regulations.
Advices regarding Foreign Agents.	Foreign Competition.
Foreign Weights, Measures and Money.	Export Selling Methods.
Laws on Collections of Foreign Drafts.	Statistics of Trade.
Commercial Travellers' Regulations.	Statistics of Exhibits.
Collection of Foreign Accounts.	Statistics of Industries.

ITS EQUIPMENT.

A Service Staff of Trained Experts.

1. The Museum has in its Foreign Trade Bureau a corps of clerks, trained in handling commercial information, for the answering of specific questions and the giving of specific service over the entire foreign trade field. Back of this corps stands a great group of special correspondents located in the ports and principal cities of the world, and available for special enquiries and investigations. The Bureau is thus equipped to furnish definite and authentic information and service immediately, and upon special enquiry to secure particular up-to-the-minute information relating to the sale of any goods, to any concern, anywhere.

2. A cumulative Credit Index of all cities of commercial importance throughout the world. The Museum has a card index file of more than 375,000 foreign firms with information regarding their line of business and importance in the trade.

A Sectional Library of Trade Statistics by Countries.

3. The basis of the Foreign Trade Service of the organization is found in the immense files of industrial and trade information collected for all industries and all quarters of the globe, and filed in such a way as to be most immediately available for answering enquiries of almost any sort arising in the securing and handling of foreign trade. As suggested by the magnitude of the work, very careful filing and indexing is required.

As illustrative of the scope and detail of this information, it may be mentioned that there are on file the complete import tariffs of every country in the world, supplemented by all the amendments and decisions relating to them; files of carefully selected and investigated lists of dealers and agents in all important lines of goods in the principal cities of the world, hundreds of thousands of special reports on business enterprises in all parts of the globe and files of information such as would be valuable to the Commercial Traveller making his first visit to the new foreign territory.

4. A Sectional Library of Descriptive and Geographical Works on every Country in the World.

5. A Sectional Library, well indexed, covering Science Applied to Manufacture, Commerce, Transportation, Finance, etc.

6. A Publishing Plant (and Photographic Department) printing a monthly journal, "Commercial America," issued in both English and Spanish for circulation abroad in the interests of manufacturers in the United States and a "Weekly Export Bulletin" filled with information of value to exporting manufacturers.

7. A Translation Staff, the members of which are familiar with their respective countries in a commercial way as well as with the language.

8. Three buildings—400' x 100' with two storeys—having offices, library, files, plant, exhibits, etc., housed therein.

9. Circulating Educational Exhibits of American Products.

10. Permanent Foreign Exhibits—the gifts of various Expositions, Governments, Corporations and Individuals.

ITS RECORD.

The Museum has been in successful operation for upward of twenty years.

In special educational work for the schools of Pennsylvania it receives a grant from the State, but in its work for American Manufacturers it receives no Government aid and is self-supporting—a going business concern.

The demands made on its foreign service bureau for information and translations and for other service have made it necessary to increase the working hours temporarily on several occasions, pointing to the necessity for an increase in the size of the local staff, which at present totals approximately forty.

The State Board of Labour and Industries of Massachusetts has made an arrangement by which enquiries coming to their Department regarding export matters are turned over for answer to the Museum.

A group of American banks have united to place before the Museum a proposition for undertaking for them in common a special study of investment opportunities abroad. The officers of the Institution are now working on the details of this plan.

Lectures on the exhibits of geography and commerce bring over 15,000 students to the Museum every year.

The same field of study is covered by loans to public school teachers of sets of coloured slides, accompanied by lanterns, screens and typewritten lectures.

Large collections of specimens to aid teachers in geographic and commercial instruction are sent out to remain permanently in the schools to which

they are sent. These include the principal articles which make up the bulk of the world's commerce and which represent its chief industries.

II.

Medium for revising existing legislation—Federal, Provincial, and Municipal—which at present restricts the Freedom of Internal Trade in Canada.

Possibly a National Trade Council might be established, competent to advise as to the Trade and Commerce of the country, and to whom, doubtless, such questions as the revision of legislation mentioned above might be referred.

III.

Informal Commercial Referendums.

The Chambers of Commerce in the cities throughout the United States have perfected an arrangement by which from time to time series of questions are placed simultaneously before the members of all the Chambers, and on a given date thereafter a referendum is taken, the returns from which, together with further recommendations that develop, are tabulated and placed before Congress.

IV.

A Patriotic Guild.

In a letter appearing in the *Toronto Evening News* in February, 1915, written by President Faleoner of Toronto University, the suggestion was made for the formation of "A Patriotic League or Voluntary Guild of those who will stand ready to serve the State disinterestedly wherever their experience and skill may be needed."

It is submitted that an informal and yet practical application of this suggestion might be made along the lines of enlisting in some more systematic manner than usual the support of the press of the country in the present programme.

At least one United States publication—The *New York Outlook*—is setting aside periodically space for the specific purpose of advertising ways and means to national prosperity.

Of this work, Hon. Joseph E. Davies, Chairman of the Federal Trade Commission, says: "One of the most significant signs in American industry is the vigorous manner in which the Press generally has seized upon the idea of promoting our national industry. The development of a Department of Industrial Progress in the *Outlook* has brought this to my mind with particular force."

APPENDIX B.

RESOLUTIONS ADOPTED BY THE NATIONAL FOREIGN TRADE CONVENTION HELD IN WASHINGTON, MAY 27 AND 28, 1914.

(This Convention was held under the auspices of the American Manufacturers' Export Association, the American Asiatic Society, and the Pan American Society of the United States.)

Resolved, that the President of this Convention appoint a Council to be nationally representative in character and to be composed of thirty members, to be known as "The National Foreign Trade Council."

Resolved further, that the Convention authorize the Chairman of such Council to request the Chamber of Commerce of the United States of America to appoint a committee which shall meet with the National Foreign Trade Convention, or a sub-committee appointed by such Council, to discuss a plan by which the National Foreign Trade Council may collaborate with the Chamber of Commerce of the United States of America.

Resolved, that the National Foreign Trade Convention assembled in Washington, D.C., May 27-28, 1914, representing upward of one hundred of the leading commercial associations, Boards of Trade, and Chambers of Commerce throughout the United States of America.

That we heartily commend the Secretary of Commerce of the United States for his wise appreciation of the duty and opportunity confronting the Bureau of Foreign and Domestic Commerce and that we endorse his plan to reorganize the Bureau and to create a staff of Commercial Attaches accredited to our Foreign Embassies and Legations, but reporting to the Department of Commerce; to increase the usefulness of the Consular Service by keeping a record of the commercial efficiency of the Consuls and to increase the number of commercial agents to investigate special commercial conditions in foreign markets, and we endorse his statement "that the above marks the turning point in American policy toward the great world of commerce and industry abroad, and that it must be reflected in increased prosperity to our capital and labour at home."

Resolved, that we urge Congress to take such action as will facilitate the development of American export trade by removing such disadvantages as may be imposed by our anti-trust laws, to the end that American exporters, while selling the products of American workmen and American enterprise abroad and in competition with other nations in the markets of the world, may be free to utilize all the advantages of co-operative action in coping with combinations of foreign rivals united to resist American competition and combinations of foreign buyers equipped to depress the prices of American goods.

Resolved, that it is the sense of this Convention that the President and the Honourable Secretary of State be urged to exert their best efforts to negotiate treaties for trade agreements under existing laws which will recover to American producers the advantages to which they are entitled in the oversea markets by the reason of the large volume of trade which those markets enjoy

with us; and be it further resolved that our Senators and Representatives in Congress be requested to support the President and Secretary of State by such legislation as will accomplish this result.

Resolved, that this Convention recognizes the importance of the census of the Manufacturing Industries of the United States which the Federal Bureau of the Census is required to take for the year 1914. The Convention recommends to all manufacturers that they co-operate earnestly with the Director of the Census and furnish information required to make the statistics of our manufacturing complete.

APPENDIX C.

Current Scientific, Industrial, and Commercial literature on file in the Commercial Museum, Philadelphia, illustrative of the scope of the interests and activities of the Institution. The great majority of these periodicals are forwarded by the publishers without subscription,—at once a tribute to the work being done by the museum and an indication of the fact that representation at that centre is of value. The number of Canadian publications appearing on the file is noteworthy.

AGRICULTURE.

La Industria Azucarera.	The Canadian Implement and Vehicle Trade.
The Harvester World.	Sugar.
Coronaca Agricola.	Journal d'Agriculture Tropical.
National Farmer.	Fruit Canner and Farmer.
Dalgety's Review.	The Irrigation Age.
The American Fertilizer.	Southern Agriculturist.
The Tropical Agriculturist.	Gleanings in Bee Culture.
American Swineherd.	The Dairy.
El Hacedor Mexicano.	The Louisiana Planter.
The Texas Stockman and Farmer.	Farm Implement News.
La Hacienda.	The Farm Journal.
The International Sugar Journal.	Wochenschrift des Zentralvereines fur die
The Indian Agriculturist.	Rubensucher Industrie.
Weekly Statistical Sugar Trade Journal.	Agricultural Economist.
Garden Magazine.	Indian Planters Gazette.
Country Life in America.	Farm Implements.

BAKING AND CONFECTIONERY.

American Elevator and Grain Trade.	Practical Confectionery and Baker.
Canadian Miller and Cerealist.	Allg. Deut. Bueker und Kindeter Zeitung.
The Operative Miller.	The Millers Gazette.
The American Miller.	The National Baker.
Bakers Helper.	Gundlian.
Confectioners Gazette.	The Confectioners Union.
The Dixie Miller.	Confectioners Journal.

GROCERIES AND PROVISIONS.

Wholesale Grocery Review.	Soap Gazette and Perfumer.
Tea and Coffee Trade Journal.	Sinens Spice Mill Simneur.
The National Provisioner.	The Epicure.
L'Epicier Suisse.	Grocers Review.
Western Canner and Packer.	Grocery.
The Canner.	United Stores Tobacco Journal.
American Grocer.	Tobacco.

WINES, BREWING AND MALTING.

Setlers on Brewing.	Allg. Zeitschrift fur Beerbrauerie und Malzfabrikation.
Pacific Wine Brewing and Spirit Review.	Deutsche Brau Industrie.
The Western Brewer.	Brewing Trade Review.
The Brewers Journal.	
Wine and Spirit Trade Record.	

TEXTILES.

Nugents/Bulletin.	Sartorial Art Journal.
The Draper of Australasia.	Die Modistin.
The Clothier and Furnisher.	Carpet and Upholsterers Review.
Passell's Textile Journal.	The Delineator.
Canadian Textile Journal.	West End Gazette of Ladies Fashion
Le Moniteur de la Maille.	Co-doze Trade Journal.
Notions and Fancy Goods.	Textile World Journal.
American Wool and Clothiers Reporter.	Indian Textile Journal.
Leipsiger Moralschrift fur Textil Industrie.	American Silk Journal.
L'Eleganza.	Flachs und Seinen.
The Textile Recorder.	Wochenberichte der Leipziger Monatschrift fur
Textile Manufacturers' Journal.	Textile Industrie.
Men's Wear.	The Drygoodsman.
American Tailor and Clothier.	Dyer, Calico Printer, Bleacher.

METALS.

Hardware Dealers Magazine.
Australasian Hardware and Machinery.
Der Metallarbeiter.
Hardware Age.
The Iron Age.

Steel and Iron.
Arms and Explosives.
Stahl und Eisen.
American Artisan and Hardware Record.

LUMBER AND FURNITURE.

The Furniture Manufacturer and Artisan.
The Lumberman's Review.
American Lumberman.
The Decorative Furnisher.
West Coast Lumberman.
The Cabinet Maker.
The Upholsterer.
National Coopers Journal.
The St. Louis Lumberman.

New York Lumber Trade Journal.
Korb Industrie und Werden Zeitung.
Zeitschrift für Drecksler Effenbein Graveure und
Holzbelhäuser.
Korbmacher Zeitung.
Timber Traders Journal.
Woodenware Trade Review.
The Sunnyside.
The Casket.

ARCHITECTURE AND BUILDING MATERIALS.

American Roofer.
Sten Och Cement.
Cement and Engineers News.
The National Builder.
The American Contractor.
National Glass Budget.
The Glassworker.
The Wall Paper News.

Granite, Marble and Bronze.
Brick and Clay Record.
The Plumber and Decorator.
Annalen für Gwerbe und Bauwesen.
Haases Zeitschrift für Lufting.
The Contract Journal.
The Petroleum Review.

DRUGS.

Drugs, Oils and Paints.
Meyer Brothers Druggist.
Australian Journal of Pharmacy.
The Spatula.
Merk's Report.
Soap Gazette and Perfumer.
The American Perfumer.

The Chemist and Druggist.
Chemist and Druggist and Pharmacist of
Australasia.
Montreal Pharmaceutical Journal.
The Chemical Traders Journal.
La Revue des Produits Chimiques.
Die Chemische Industrie.

PAPER AND PRINTING.

Noticias Graficas.
Boletin de Artes Graficas.
Paper and Pulp Magazine of Canada.
The Inland Printer.
The Paper Mill and Wood Pulp News.

British and Colonial Printer.
Paper Makers Monthly Journal.
Die Graphische Welt.
Journal für Buchdruckerkunst.
World's Paper Trade Review.

PHOTOGRAPHY.

American Photography.
Deutsche Photographers Zeitung.
Abels Photographie Weekly.
Moving Picture World.

Photo Era.
British Journal of Photography.
Snap Shots.

LEATHER AND RUBBER.

Shoe and Leather Reporter.
Shoe and Leather Facts.
India Rubber World.
Boot and Shoe Recorder.
The Shoeman.
Shoe and Leather Record.
World's Rubber Position.
New England Shoe and Leather Industry.

Schuh und Leder.
Gerber Courier.
Boot and Shoe Traders Journal.
The Leather Manufacturer.
American Review of Shoes and Leather.
Trunks, Leather Goods, Umbrellas.
Shoe Manufacturers' Monthly.

CARRIAGES AND HARNESS.

The Vehicle Monthly.
Harness Gazette.
The Spokesman.

Australasian Coach Builder and Wheelwright.
Saddlery and Harness.

JEWELLERY.

Manufacturing Jeweller.
Leipziger Uhrmacher Zeitung.
The Keystone Weekly.

The Jeweller and Watchmaker.
Deutsche Goldschmiede Zeitung.
Watchmaker, Jeweller and Optician.

MINING, ENGINEERING AND ELECTRICITY.

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 Engineering News.
 Illustrated (Technical) World.
 Telephone Review.
 American Machinist.
 Industrial Engineering.
 Worcester Magazine.
 Canadian Mining Journal.
 The Engineering Magazine.
 Aeronautics.
 Colliery Guardian.
 Colliery Engineer.
 Water and Gas Review.
 The Gas Age.
 The Local Trade Bulletin.
 The Black Diamond.
 The Auto Motor Journal.
 The Sibley Journal of Engineering.
 Coal Age.
 The Motor.
 La Metallurgia Italiana.
 Engineers and Iron Trades Advertiser.
 Machinery Market.
 The Engineer, London.
 Popular Mechanics Magazine.
 The Isolated Plant and Motor Traction.
 The Local Trade Journal.
 The Commercial Vehicle.
 The Automobile.
 The Eastern Review.
 Der Praktische Maschinen.
 Aerial Age.
 Engineering Records.
 Metallurgical and Chemical Engineering.
 Mining Engineering and Electrical Record.
 Electrical Review.
 Stearns & Webster Public Service Journal.
 Mining and Engineering World.
 Electrical World.
 Ingeniren.
 Journal of Gas Lighting.
 Deutsche Nahmaschinen Zeitung.
 Haedus Zeitschrift fur Maschinenbau.
 Seviata Minera.
 Indian and Eastern Engineers.
 Technikern.
 Municipal Engineering.
 Ice and Cold Storage.
 Helias.
 The Sanitary Record.
 The Railway Engineers.
 The Marine Engineer.
 Power.
 Der Bergbau.
 The National Engineer.
 The Commercial Motor.
 Scientific American.
 Cold Storage and Produce Review.
 Indian Engineering.
 The Motor World.
 Teknisk Ukeblad.
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MANUFACTURING.

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 The Inventors Age.
 Manufacturers News.
 Brill Magazine.

RAILWAYS.

- Traffic News.
 Trade and Transportation.
 American Travellers' Gazette.
 Cooks Australasian Travellers' Gazette.
 Die Welt auf Reisen.
 The Railway Times.
 Railway Review.
 Electric Railway Journal.
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 The Rudder.
 The Marine Review.
 Motor Boat.
 Pacific Marine Review.
 The Mariner.
 The Nautical Gazette.

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 Tablettes Statistiques.
 South African Commerce and Mnfrs. Record.
 The Transpacific Trader.
 Revue de Commerce Exterieur.
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 Commercial American (Spanish)
 Revista da Associacao.
 El Mundo y Heraldo de la Exportation.
 Mercator.
 Trade (Detroit).
 El Comercio Rosario.
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 Latin America.
 Modern Mexico.
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 Export World and Commercial Intelligence
 Journal of Russian American Chamber of Commerce.
 Exporters Review.
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 The Mercantile Guardian.
 Deutsche Kolonialzeitung.
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 The Indian Trade Journal.
 Revista Commercial Sevilla.
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 L'Exportazione.
 Commerce et Industrie, Paris.
 New York Commercial.
 The Trade Index.
 Commercial do Amayonas.
 El Comercio, New York.
 The Export World and Herald.
 Export Revue.
 Guia Oficial de la Americas Central.
 El Comercio Latino Americano.
 Japan Trade Review.
 The East and West Review.
 The Shipping World.
 Russian Export.
 Exporters and Importers Journal.
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 Phillipine Trade Review.
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 Moody's Magazine.
 Michigan Investor.
 Commercial and Financial Chronicle.
 The Bankers Magazine.
 The Statist.
 Capital.
 El Economista Argentini.

FINANCE.

El Monitor.
 United States Investor.
 O Ecrivista Brasileiro.
 El Finacista.
 Review of the River Plate.
 L'Economiste European.
 American Banker.
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BUSINESS.

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 System.
 Factory.
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Advertising and Selling.
 Business.
 Modern Methods.

SCIENCE AND POLITICAL ECONOMY.

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 The World's Work.
 Hearst Magazine.
 The Independent.
 Pearson's.
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 Current Opinion.
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 New Republic.
 Harper's Weekly.
 North American Review.
 British Trade Journal.
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 The Industrial Journal.
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 Advocate of Peace.
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 Literary Digest.
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 American Lender.
 Monatschrift Japan u China.
 The Protectionist.
 The Tradesman.
 Deutsches Industriell Blatt.
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 British and South African Export Gazette.
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APPENDIX D.

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Germany's lesson to America.

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Attitude of business toward Foreign Trade.

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Commerce, *Annals of the American Academy*, May, 1915.

American Export Policies.

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APPENDIX.

SHORT BIBLIOGRAPHY.

The following bibliography, hastily gathered and essentially superficial, is offered merely suggestively. Canada has large sums of money tied up in libraries, files, and other depositories where authoritative and valuable information lies buried because it is not easily available or keyed in a usable manner. Possibly the establishment of a national bibliographical bureau introducing, with respect to technical and utilitarian subjects a system of listing, cross-indexing, and filing would be effective in linking up permanently and making readily accessible the work of various government departments, Dominion and Provincial, as well as that of commissions, bureaus, associations, corporations, institutions, and individuals.

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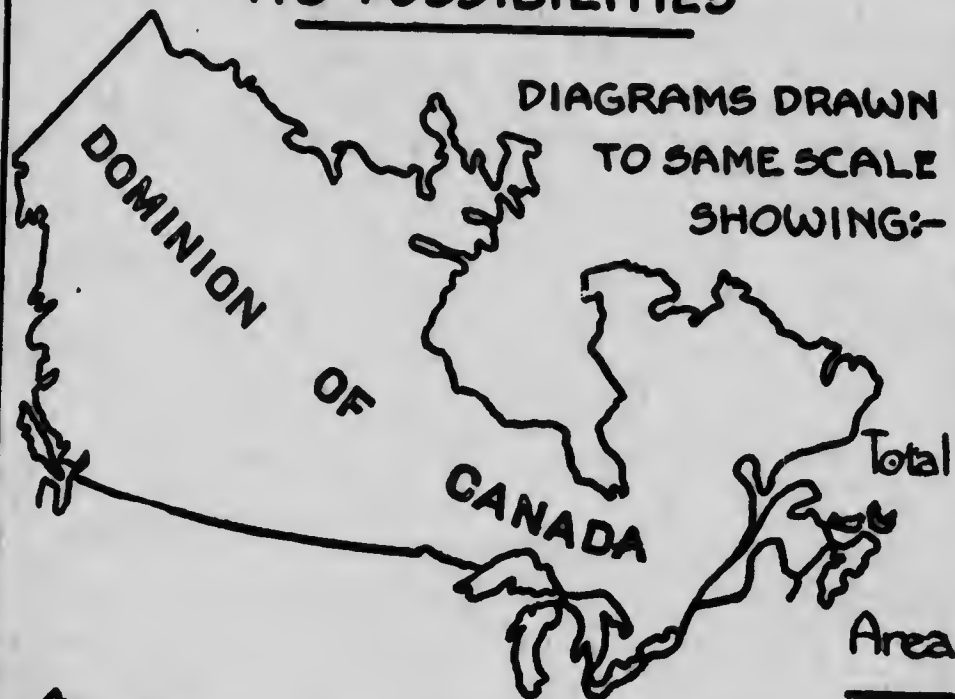
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CANADIAN EXPANSION ITS POSSIBILITIES

DIAGRAMS DRAWN
TO SAME SCALE
SHOWING:-



Area under settlement and
in course of development

Area that would be occupied by Canada's
present population if density equalled
that of the United Kingdom

Area that would be occupied by Canada's
present population if density equalled
that of Belgium

