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KEM - KH, 1921- 1936

**FILE 452**

**KEM - KH**

SHELburnE  
VERMONT U.S.A.

PHONE 667

Sept. 9. 1923

Dear Sir

May I please take  
the liberty of addressing you  
& to ask your advice.

I have a son who will be  
twelve years of age next  
May & whom I should  
like to be educated  
under the British flag.  
To send him home is  
too far, & I cannot afford  
it, & I should like the  
boy

2.

SHELBURNE  
VERMONT

PHONE 667

to go to a Preparatory School  
in or near Montreal  
with a view eventually  
of going to McGill.  
May I ask you please  
if this is possible if so  
whether you can  
recommend any such  
schools, also what the  
fees would be?  
The boy is strong &  
healthy, of average  
intelligence, with a bent  
for engineering.

3.

SHELBURNE  
VERMONT

PHONE 667

In myself I am a British  
subject, excused as a result  
of serving throughout the  
war, then managing  
some large farms known  
as The Shelburne Farms  
Corporation.

Fortunately I have the  
advantage of having been to  
an English Public School &  
know the advantages.

I seek a good sound  
school where my boys

4,

SHELBURNE  
VERMONT

PHONE 667

will be taught manners  
& to be sportsmen, & not  
a school exclusively for  
the sons of rich parents.  
My means are moderate.

May I please ask  
your assistance in this  
matter, it will be  
humbly appreciated  
& I beg to extend my  
best thanks in advance.

The Chancellor  
McGee College  
Montreal

I am  
Yours truly  
J. Kudzior

September 20th, 1923.

F. Kendzior, Esq.,  
Shelburne Farms,  
Shelburne, Vermont.

Dear Sir:-

I beg to acknowledge receipt of your letter of September 9th, which arrived during my absence from the city.

With reference to Preparatory Schools for Boys, Ashbury College, Ottawa, Ont., Bishop's College School, Lennoxville, Que., and Lower Canada College, Montreal, are all residential colleges of good repute. A good many of the students from these schools come to McGill University and we find them well prepared.

As to fees, I am afraid I can give you no information, but if you write to the colleges named I know they will be pleased to send you prospectuses.

Trusting this information is what you are seeking, I am,

Yours faithfully,

**DOCKET STARTS:**

KENNEDY, H.A.



29 Mount Stephen Apts.  
Westmount, Que.  
Sept. 3, 1924.

Dear Sir Arthur:

I am about to reprint in pamphlet form the enclosed letters to the Prime Minister.

Before doing so, I am sending copies, in their original newspaper form, to a few persons of sufficient clearness of mind to see "the evil of the evil" and enough independence of spirit to express themselves freely.

Even among Ministers and ex-Ministers, who might prima facie be expected to approve of the present system if anyone did, I find men who have only acquiesced in it and would be glad to mend it or end it,-- seeing it not only fails to meet the country's urgent need but puts themselves in a false position.

Am I right in believing that you favor the principle here stated and will support its adoption?

Yours sincerely,

H.A. Kennedy

I have just finished a new book on the West, in which I think you will be interested.

September 18th, 1924.

H. A. Kennedy, Esq.,  
29 Mount Stephen Apts.,  
Westmount, Que.

Dear Mr. Kennedy:-

I have read over with some interest the series of letters concerning "The Economic and Development Commission" and the questions involved in its suppression.

There is no doubt in my mind that many improvements could be made in the administrative machinery which plays so important a part in the government of the country and I feel that we should take every possible step to bring about such improvements. Whether it would be politically possible or wise to limit the scope of activities of Ministers of the Crown as you suggest is, I am afraid, so large a question that I can hardly commit myself. I do not think there is any precedent for entrusting such important matters of national organization to a permanent Commission. We must remember that the powers of responsible government have been worked out over a long period of years and that changes come as a result of evolution.

Yours faithfully,

Mr. H. A. Kennedy, of Ottawa, has written a series of open letters to the Right Honorable W. L. Mackenzie King, Prime Minister of Canada. Mr. Kennedy has an intimate knowledge of the workings of the Civil Service and the machinery of Government and his letters will be published in these columns simultaneously with their despatch to the Prime Minister. We reproduce the first of the series below:

Dear Prime Minister,—The mysterious disappearance of a high-born Canadian infant, in the year 1916, gave rise to many guesses and suspicions. As the country's attention was distracted by the war, however, the incident was soon forgotten, a nine-days' wonder. The time has evidently come to publish the facts, and I take this means of doing so.

Do you ask how the fate of an eight-year-old infant concerns a two-year-old Prime Minister?

You will soon see.

For the unhappy event of 1916, when you were wandering irresponsibly out in the cold, you may plead an alibi. For the failure to undo what then was done, you have no such excuse.

We are now paying \$19,000 a year.

Are you worth it?

The question must often occur to your modest mind.

Anyone who shows you how to make yourself worth it, then, will have earned your gratitude. Whether he gets what he earns or not is another question, and matters nothing.

A Strangling Incubus.

The story is that of a revolt against the strangling incubus of "Medicine Man Government," the hopelessly obsolete and costly burden of political management under which the whole Dominion staggers.

It matters not one straw to the country whether the story affects the fortunes of your party, or any other party. No,—not one red cent, not one row of pins, not one hill of beans, not one solitary atom. The situation is too grave. We are suffering too painfully from the effect of muddle, meddle and mess on the fortunes of the Dominion, to care one whiff of wind for the possible effect of public enlightenment on the fortunes of a party.

As things happened, it was a Conservative Minister who led the revolt—and a Conservative Ministry that suppressed it. On the other side, it is a Liberal or "Reform" Ministry which for two years and a half has had the power to reform the evil and has not lifted one little finger to reform it.

The revolt is going to break out again, with no world war as an easy excuse for suppressing it this time. You can head it off, if you have the will, and if you are something more than a figure-head on a ship which everyone but the captain is allowed to steer. . . . But the opportunity may not be yours for long.

The country is being bled white. You have shown yourself at last awake to the need of action of some kind. That is what encourages me to tell you about the really effective action recommended to a former Government by a highly responsible authority.

What is the action you propose? To stick a bit of plaster on a scratch. The story I am telling is that of a serious attempt, though speedily suppressed, to get at the root of the disease and stop the bleeding at its source. The doctors then called in, though ignominiously dismissed as soon as they dared to give honest advice, made practical recommendations which, if you muster up the courage to adopt them, may even now go far to save the country.

The vanished infant, born in the Privy Council Chamber where you may preside, was christened "The Economic and Development Commission." That was a deadly dull name to give the poor thing, and helps to explain why its disappearance excited no more interest than it did. But its brief life was interesting enough in all conscience, and the manner of its tragic death was unique in the history of the Dominion.

Cabinet Secrets.

"Sunk, leaving no trace." That is one account of the Commission's fate. It is probably true that even in the secret archives of the Privy Council you can find "no trace" of the sinking. I am quite prepared to hear a solemn official declaration that the Commission "made no report." But right here on my desk is the document laid before the Government by the Chairman of the Commission, containing all the grave charges and drastic recommendations which, he declared, the Commission intended to make.

The Commission could not go on and carry out that intention, for the very simple reason that the Commissioners were never again allowed to meet.

I have to violate a Cabinet secret, to explain this. What pains and penalties attach to so heinous a crime, I cannot remember. Solitary confinement on bread and water in your Parliamentary Tower, perhaps. I am willing to chance it,—anything, in fact, short of confinement to the Press Gallery of the National Gas Factory itself, listening to interminable useless talk and calculating by mental arithmetic what it costs the country per word, per bushel, or per thousand cubic feet.

No one but myself has the slightest responsibility for what I state. The Chairman of the Commission in particular, Sir James Lougheed,—I have to name him as leader of the revolt, so I had better add that I have neither asked nor received from him any of the information now made public.

The fateful Cabinet meeting which strangled the Commission was not a sensational or violent one. Not a head was broken, nor even a chair. However indignant the honorable gentlemen were at the audacity of the Commission's threatened action, they simply and quietly turned their thumbs down and sentenced their rebellious child to instant death. It is futile to say that no death sentence was formally passed, or even that no resolution was adopted. The decision was made—clear, definite, prompt and emphatic. And the Commission died the death.

The decision of the Cabinet need not surprise us. The demand of the Commission's chairman was nothing less than a bold frontal attack on the system of "Government by Medicine-Man"; and the Medicine Men were the Cabinet Ministers themselves.

Spell-Binders, Red and White.

It is an ancient institution, a hoary imposture, this paralytic system. Our earliest immigrant ancestors brought the rudiments of it from Europe, but they found it in full force among the Indians when



"Spell-Binder Good For This."



"Spell-Binder No Good For This."

they got here, and succeeding generations have developed it till it holds every branch of administration in its fatal grasp.

The Medicine-Man was the spell-binder. He governed by noise. By his cries and gesticulations he awed and hypnotized the tribesmen into a belief that he alone could bring prosperity,—in him alone was concentrated the wisdom and capacity of the tribe.

The Medicine-Man still rules Canada.

The spell-binder has not changed his nature with his hat. He has not acquired, with the silk "topper" which replaces the feather head-dress, any particular capacity for managing a complicated piece of national business. Yet that is the job he is allowed to hold, at \$10,000 a year,—or \$15,000 if promoted Chief of the Band,—in addition to the \$4,000 we give him for merely sitting in the Senate or House of Commons a few hours a day for a few months in the year.

Appoint a bull to manage a china shop, and you know what is likely to happen. Appoint a talk-artist, a vote-catcher, a wire-puller, a cat-jumper, a one-sided partisan, to manage a business department, and commonsense tells us what to expect.

Whether we expect it or not, we get it.

That is the egregious system which keeps our country in hobbles today; and that is the system which was utterly condemned in the most damning document ever presented to a Canadian Government by one of its own members.

The story must now be told, as it actually occurred.

Yours sincerely,  
HOWARD ANGUS KENNEDY.

## MEDICINE MAN RULE.

### The Story Of a Suppressed Revolt.

We publish below the second letter of a series written to the Right Hon. W. L. Mackenzie King by H. A. Kennedy. The letters are being published in this paper simultaneously with their dispatch to the Prime Minister:

Dear Prime Minister,—If I compare you to a mountain, believe me, I mean no personal offence; but when you laboriously produce, after two years of gestation, your great scheme of Civil Service economy, you irresistibly remind us of the mountain which gave birth to a ridiculous mouse. This offspring of yours, however, turns out to be only a flea. A languid and pathetic flea, at that. Can it even jump? If it beats Mark Twain's loaded frog by an inch, we shall be agreeably surprised.

It was a great evil that the Commission appointed by the Borden Cabinet found blocking the country's progress. That evil, the control and management of the country's business departments by politicians, is no less grave to-day. It cries to heaven for abolition.

The evil you have chosen to attack is a comparatively small one.

The Civil Service assuredly needs reform; but the fundamental reform it needs is emancipation from the unnatural and paralyzing control of political management.

To smoke the drones out of the official hive is good. Go ahead and do it, if you can. Go further while you are about it. Cut out a lot of the useless red-tape and routine that keeps men apparently "busy" when they are only scratching paper and wasting the national resources of pulpwood. Go further still. Stop over-lapping, and not merely between different departments and branches of the same Department,—negotiate with the nine other Governments of this mightily over-governed country to stop over-lapping between your officials and theirs, and between the Provinces themselves.

No one will welcome this true Civil Service reform more than the extremely able and hard-working civil servants on whose reputation an undeserved slur is cast by their indifferent and superfluous colleagues.

But the dollars and cents you will save by it, what will they amount to? Put it at \$2,000,000, or even suppose you double that figure, by carrying out the whole programme. The actual relief this will give your fellow-countrymen in a year will be about fifty cents a head, or four cents per month.

The action you propose is merely negative, and the gain is piffling. Give us action that is positive, constructive, re-constructive, and the gain will be tremendous.

Knock off that \$4,000,000 from our expenditure, and we shall still be staggering under the burden of the remaining hundreds of millions, because it is chiefly unremunerative. Make our expenditure pay, or that large part of it which can be made to, and we shall carry it smiling; it will be no longer a burden, but a benefit.

#### Give Us What We Pay For.

You remember Mr. Micawber? You must often think of him, for your life is spent in a constant hope that "something will turn up," as his was. You will remember also his invaluable discovery that an expenditure of \$5 with an income of \$4.90 is misery, while the same expenditure with an income of \$5.10 is happiness.

In a business with a gross income of, say, \$200,000 a year, a yearly expenditure of \$250,000 means death. With an income of \$300,000, the same expenditure is quite consistent with healthy and prosperous life.

If you give us the service we need, a capable, zealous and businesslike as well as economical service which adds to the country's wealth, by increasing its population and developing its resources, for example,—we shall be taking in with one hand far more than we are paying out with the other.

"We must pay only for the service we get." That is the gist of your proposal to squeeze out superfluous officials. It is good as far as it goes, but it leaves us cold.

"We must get the service we pay for." Say that, give us that, and we shall bless you.

The most we can possibly gain by reducing the cost of our national staff to the value of the work now done by that staff, is a mere nothing compared to the enormous profit obtainable by raising the value of the work done to the point of meeting the country's urgent needs. It is not within a thousand miles of that point yet.

Your sudden outburst of zeal against the superfluous official may not be a mere dust cloud raised to shield the grosser abuse of political management in business, but it looks like one. It may not be a red herring drawn across the trail of bigger game, but it smells like one.

The investigators appointed by the Federal Government during the war refused to be diverted by any red herring. They got on the trail and stuck to it. They traced the disease of national stagnation to its source. It was because they discovered this source in the management of our business departments by political ministers that they were quietly snuffed out of existence, leaving no trace.

Their Chairman's exposure of the cause of our national stagnation was a brave and patriotic act. Had he been brave enough to call his Commissioners together and appeal from the Government to the people, defying suppression and exposing their discovery to the judgment of their fellow-citizens, the history of our country in the last few years might have been very different.

Once the people clearly understand the working and effect of "Medicine-Man Government," as mercilessly exposed by the responsible leader of that investigation,—then politicians of every shade, with their finger on the public pulse, may soon be found vying with each other to introduce the great changes in our system of government declared to be necessary by the head of a highly conservative Government Commission.

Those drastic changes, and some of the disquieting facts which proved their necessity, must now be made known.

Yours sincerely,

HOWARD ANGUS KENNEDY.

## MEDICINE MAN RULE.

### The Story of a Suppressed Revolt.

The following letter forms the third of a series written by H. A. Kennedy to the Right Hon. W. L. Mackenzie King. The letters are being published in this paper coincident with their despatch to the Prime Minister:

Dear Prime Minister,—The investigating Commission which came to a sudden and mysterious end in 1916 was appointed to find a remedy for grave national defects which were keeping down production and checking prosperity. Those defects are exactly what we are suffering from to-day, though it is eight years since that Commission's Chairman pointed the way to their remedy.

It was on the 28th of June, 1915, that your predecessor, Sir Robert Borden, called his Cabinet together and demanded the appointment of such a Commission.

Chiefly, and briefly, the defects to which he called attention included the lack of rural population; the drift from country to town; the inadequate profits of agriculture; the need of improved methods of production, of co-operation among producers, and of converting our raw material by manufacture before export.

Though obviously immigration was just then out of the question, Sir Robert saw that we should be prepared with "a vigorous and effective policy" to be put in force when the war ended, to attract immigration "of a type which would aid in insuring a large and permanent agricultural population."

The Prime Minister proposed, and the Cabinet agreed, that "careful and exhaustive inquiry" into these and kindred matters should be made by a Commission. Owing to Sir Robert's journey to England, the next step was delayed; but finally on October 19 the Cabinet appointed one of their own number, Senator Lougheed, to be Chairman of the Commission, and gave him eight colleagues—J. W. Flavelle, Toronto; W. Farrell, Vancouver; J. B. Rolland, Montreal; E. N. Hopkins, formerly of Moose Jaw; Senator W. B. Ross, Middleton, N.S.; Dr. J. G. Rutherford, Calgary; W. Smith, M.P., Columbus, Ont.; and J. G. Watters, Ottawa. Mr. Flavelle's place was afterwards taken by W. M. Dobell, of Quebec.

As at least eight of the nine were Conservatives, it was plain that such a Commission would make no recommendations of an unconstitutional or revolutionary nature.

The inquiry began hopefully. By means of a small but practical and experienced staff, a great quantity of valuable information was collected and classified.

Two only, of the hundreds of significant facts unearthed by the Commission, may be mentioned here.

#### Sink-or-Swim Results.

It was found that under our homestead system, which we borrowed unthinkingly from the United States with the idea of filling up our vacant western land, 262,865 homesteads and pre-emptions, or 39.7 per cent of the total, had been cancelled up to the end of 1915.

You know what that means. More than a quarter of a million, of those who took our offer of 160 acres of free land apiece, failed to fulfil even the absurdly easy conditions of cultivation and residence required. The area thus thrown back on our hands was 42,058,400 acres, unless some had been cancelled more than once. Of the homestead entries made from 1900 to 1909, as many as 49 per cent had been cancelled.

Making every allowance for deficiencies in the homesteaders themselves, there is not the slightest doubt that many thousands of these failures could have been avoided, if any carefully thought-out steps for ensuring the homesteaders' success had been taken by the organization entrusted with the settlement of our lands. An organization on business lines would have taken such steps as a matter of course. This was not done, and the result was a national loss huge beyond all calculation.

The second fact referred to was this. While thousands of men had been allowed to scatter over a vast area and settle on public land far from any railway whatever, the wasteful over-construction of competing lines had given many districts two and even three times the railway facilities they needed. It was a case of surfeit in one region, starvation in another. Of the 261,783,000 acres within 15 miles of a railway in the Prairie Provinces, 27,125,120 acres were served by two railways, and 16,876,800 of these acres had two railways within five miles of them. More than that—5,125,120 acres had three railways within 15 miles of them, and included 3,369,600 acres within five miles of three railways.

The Commissioners were confronted by mountains of convincing evidence that the departmental system had failed, and that the cause of failure lay deep-seated in the very nature of that system.

#### Serving Two Masters.

I was asked to put in writing the grounds on which this conviction was based, with particular reference to land settlement and immigration.

In doing so, I had to point out, among many other unpleasant facts, that a Cabinet Minister in charge of a business department was compelled to "serve two masters" and perform—or attempt to perform—incompatible duties. He was distracted between objects. As a politician, he had to please his party. As an administrator, with a salary paid by the whole country, his duty was to manage his department regardless of party considerations.

This involved distraction of time and attention as well as conflict of interests; and a department, especially one involving such a vital and complex business as that of building up a successful agricultural population, could not possibly succeed without the undivided attention of a perfectly single-minded chief.

As for the Minister's staff, his own dependence on a political party necessarily affected those under his orders. Men of commanding ability, men of initiative and constructive talent, men capable of organizing and managing important operations, naturally tended to shun the public service—though there, of all places, *the need of such men was overwhelmingly great.* When such men did appear in the service they found that its tendency was not to encourage and develop talent by exercise, but to atrophy and smother it.

#### Confessions of Failure.

The failure of the present system, it was pointed out, had been at various times confessed by the Government in a most unmistakable way—by the setting up of the Railway Commission and the Grain Commission, for instance. The overwhelming reasons why

the existing Railway and Trade Departments had not been allowed to exercise the powers of those Commissions, were equally decisive against allowing similar departments to manage or mismanage the business of immigration and settlement.

The system of putting our business operations under the management of political ministers, in short, was a fossilized failure, a hopeless specimen of organized incapacity.

If this was not truth, it was treason. I was quite prepared for official censure, or at any rate a mild reproof, for my audacity.

Instead of going too far, I was agreeably surprised to find I had not gone far enough to suit the Commissioners—at any rate in boldness of programme. What that programme was, and what became of it, you will see when the curtain goes up for the tragic final scene of the drama.

Yours sincerely,

HOWARD ANGUS KENNEDY.

#### MEDICINE-MAN RULE.

##### The Story of a Suppressed Revolt.

We publish below the fourth letter of a series written to the Prime Minister, the Right Honorable W. L. Mackenzie King, by Mr. H. A. Kennedy. Mr. Kennedy has an intimate knowledge of the workings of the Civil Service; he has an intimate knowledge of the work accomplished by the Commission with which he deals, and he is therefore well qualified to express opinions on both subjects. In the fifth, and concluding letter, the writer makes a number of constructive suggestions which have an important bearing on questions of the day. The letter will be published in this column in the course of the next few days:

Dear Prime Minister:—The demand which, I was authoritatively informed, the Economic and Development Commissioners would have to press on the Government, and which I accordingly formulated, was that land settlement and immigration should henceforth be carried out by three Commissioners, appointed for their special capacity for this work, (I had previously suggested that one of them should be a woman), holding office for ten years, and exercising specific powers conferred on their body by statute.

The demand which the Chairman, speaking for the Commission, did actually make at a meeting of the Cabinet went much farther. Not merely one but four important branches of Federal administration were immediately to be set free from political management.

In what I have already described as the most damning document ever presented to a Canadian Government by one of its members, these words were used:

"Our departmental machinery is not calculated to adapt itself, as would a business organization, to new and advanced methods of developing our resources in those subjects where promotive and aggressive methods are the essentials to success. No business organization would for a moment entertain the application of such machinery as our departmental methods to the transaction of an expanding business.

"The question therefore arises whether Canada must necessarily rely upon the methods which we have used for the transaction in the past of our national business, and which may be said to be entirely responsible for our want of progress, or whether we shall awake to the national opportunities which we are losing and abandon our traditions of stagnating methods and adopt new systems, both modern and efficient."

\* \* \* \*

The Minister of each Department, the report declared, was "in the very nature of things charged with keeping his Department largely in touch with the political fortunes of his party," while among the officials, no matter how capable they might be, "initiative is not encouraged, constructive ability is not given full play, and aggressive methods are at variance with the traditions of the Departments."

The Commissioners' declaration was nothing less than an ultimatum to the Government which had appointed them. The Commissioners regarded it as "fundamental" that the Government should "give expression to its willingness to adopt machinery" through which alone the Commission's objects could be efficiently carried out. It was "absolutely indispensable" that the working out of these subjects should be entrusted to "active and permanent Commissions specially organized for that purpose," appointed for, say, ten years. The Civil Service Act "should in no way apply to them."

Four such Commissions, of not more than three members each, were recommended. They were to take charge of (1) Immigration and Colonization, (2) Agriculture, (3) Trade, and (4) the Development of our Natural Resources. The then existing, but since destroyed, "Conservation Commission" was to be converted into a Bureau of Industrial and Scientific Research and attached to the Commission (No. 4) of Natural Resources. Each Commission "could be attached to the Department cognate with the subject," but "should be charged with the same responsibility and given the same freedom of action that a business organization would feel it incumbent to apply in analogous cases," and they should be judged by the results they achieved. The four Chairmen might form "a central committee or qualified executive," meeting at short intervals to promote "co-ordination, co-operation and other aggressive and promotive work."

\* \* \* \*

Finally, "with all deference," the Government was notified that, unless it adopted some policy of the kind suggested, the Commission could not with any well defined advantage proceed further with its inquiry.

I have described the Chairman as "speaking for the Commission." The report, or memorandum, or whatever you like to call it, was drawn up by Sir Jas. Lougheed himself and another Commissioner; but they were evidently assured that they voiced the opinions of the Commission as a whole; all the wording of the document shows that. I have heard of one member who did not wholly agree. It is possible, however, that he was not opposed to the drastic recommendations made, but only to the announcement that if these were not agreed to in advance by the Government the Commission would go on permanent strike.

There was some fear that objection might be raised in certain quarters to "the policy of appointing Commissions" as "an invasion of the right of Ministerial responsibility to Parliament."

To meet this, in a postscript or supplement to the report a slightly modified alternative plan was suggested, under which "legislative authority might be given for the appointment of a Commissioner or Commissioners, for a period of say ten years, irrespective of the Civil Service Act, to be attached to such Department or Departments as might be "designated." But as the original proposal required the constitution of each Commission to be defined by Act of Parliament, the anticipated objection would have had little foundation. The postscript added that "the machinery of the Department to which they are attached should be so adapted and adjusted as not only to facilitate but to be specially applicable in the carrying out of their duties." It was further suggested that the Commissioners should together constitute an advisory committee, under the Presidency of a Minister named by the Prime Minister.

\* \* \* \* \*

Last scene but one. Infanticide.

What hope Sir James Lougheed cherished that his colleagues would seize this opportunity to carry out a great and beneficent national reform, I cannot say. Not much, I imagine. At any rate, to avoid the risk of its formal rejection by a Government of which he was a member, he did not formally "present the Commission's report."

Nevertheless, at that fateful meeting of the Cabinet his colleagues were made aware that this was what the Commission's report would be. "They all with one consent began to make excuse." There was one big excuse ready to hand. The way was enough to occupy them, without a great scheme of reform and reorganization,—though it was this very war that made the need of reform and reorganization most apparent and most urgent. And, as the sequel shows, nothing more has been heard of the reform since the war ended.

Not one of the Ministers concerned would offer to make the sacrifice which their colleague at the head of the Commission solemnly declared to be imperative if the country was to exchange stagnation for progress. "Nothing doing!" The infant report, first child of the great Commission and grand-child of the Government, was strangled by its own grandmother before it could be born.

Last scene of all. Suicide.

The Chairman of the Economic and Development Commission, seeing the hopeful fruit of all its labor fall still-born, fulfilled his threat, and allowed the Commission to drop silently into the grave which its parent had dug for its burial.

\* \* \* \* \*

But the day of resurrection may be nearer than we think. You and your fellow Ministers are able, if you dare, to give the country a reform which every day more urgently demands.

I do not blink the obstacles in your way. Many of the political eminences who sit around you in that room, and possibly most of them, think their personal interest and ambition can best be served by clinging to the obsolete system; some of them may sincerely imagine that the system is best for the country as well as for themselves. Those who fear the change hope the public can be reckoned on to stay asleep under the chloroform of custom. We have endured this thing from the blind force of habit, having never known freedom from its oppressive weight. But when Ministers are disposed to flatter themselves that the public is a stupid mule, they should remember the mule is apt to shoot out a sudden and a wicked hoof.

If, without waiting for the coming kick, you give us a system of management on speaking terms with commonsense, no true Conservative surely will grudge you the credit of a step which is equally required to conserve and to liberalize our institutions. We want no dictatorship here; but if you allow us no alternative except creeping paralysis and progressive anaemia, there is no saying in what form of explosion the over-strained patience of the country may suddenly break out.

Obstruction, by opposing construction, always provokes destruction. If the reasonable demands for reform are resisted, they will certainly grow till they are irresistible and perhaps also unreasonable, so that we shall have to sacrifice not only what is indefensible and obsolete but much that is really of value in our political system.

Yours sincerely,

HOWARD ANGUS KENNEDY,

#### MEDICINE MAN RULE.

A Progressive Government but not a Government of Progressives is the ideal suggested by Mr. Kennedy in the letter published below—the last of a series telling the story of a suppressed revolt to appear in this paper. Beyond all question, he thinks, is the urgent need to develop the natural resources of the country and cultivate the uncultivated land. Other constructive suggestions are made too which are equally sound and equally practicable. There can be no doubt that the country has been relying very largely upon the sale of raw materials and as the writer points out such a system is bound to operate against Canadian industry and Canadian workmen.

The letters which we have already published form a serious indictment against the present system and the present Government. Fittingly, the last letter of the series is constructive. Mr. Kennedy is good at demolition work, but he is better still at building up.

His last letter is as follows:—

Dear Prime Minister: You were not responsible for the tragic disappearance of the Commission which I have described; but you and your colleagues are responsible for what has been done and left undone in the past two years under the Medicine-Man system of government which the Commission found guilty of our worst national troubles.

I call your attention to a sample of the working of this egregious system since you became Chief Medicine-Man.

If in some spasm of self-mistrust, some sudden insurgence of common sense, you had asked any competent and unbiassed judge for his opinion as to the country's greatest need and the best way of meeting it, he would have had to say something like this:—

"Beyond all question, your most urgent need is to unearth your hidden wealth, to develop your enormous undeveloped resources, of which your uncultivated or half-cultivated land is the greatest part. Your first business, then, is plainly to get population, people able and willing to do that work.

"You have to devise new plans of settlement, of land-holding or land arrangement, of agricultural production and agricultural commerce,—yes, and agricultural manufacture, so that you will no longer depend almost wholly on the sale of raw material. Every possible avenue must be explored, every resource of human ingenuity taxed to the utmost, brushing aside all obstructive traditions and conventions, to get and keep a large and permanent because successful and contented body of people doing this vital work. Not until you have thoroughly tested every plan with one glimmer of hope in it, will you be entitled to say that the thing cannot be done.

"Any business organization, with such an object as this, would take the steps I have described as a matter of course.

"You Ministers, unfortunately, are anything but a business organization. You are party chieftains.

"If the system of management carried on by you and your colleagues, as by other Cabinets before you, gives no hope of the required transformation from loss to profit, so much the worse for the system.

"A system of government by party chieftains, if it can be justified at all, is only justifiable in proportion as they confine their activities within narrow limits. Ability in speech-making and private strategy, which enable them to win a party fight, may help them also in governing, in the old narrow sense of the word. What you call government now, however, has gone far beyond that. It involves great business enterprises, which demand abilities of a totally different kind.

"No one in his senses to-day, if called on to devise a system of management for national business undertakings, would dream of allowing management by partisan chiefs elected for all sorts of reasons totally apart from their fitness or unfitness for such a task.

"Your whole staff, the Civil Service, though no longer a political organization, is still a mere appendage to your political machine, taking orders from political chiefs who have assumed the functions without possessing the qualifications of business management."

That is the system you took over and have been trying to work as your predecessors did. The result is what might be expected.

You say that when you took office you could not encourage immigration, because it was all you could do to provide for returning soldiers and unemployed munition makers. That may have been true—because of the incapacity of a political machine to act efficiently in business. But what follows?

Clearly, that was the very time to form new plans for land settlement, so that when immigration should again become feasible these plans could be put into effect with the utmost promptitude and on the large scale which our national conditions would obviously demand.

Instead of that, you did nothing.

Are you aware, are the public aware, that for a whole year the Minister in charge of immigration, so far from being anxiously at work with his Deputy Minister framing and perfecting plans for the great task ahead of them both, never consulted him at all?

Imagine, if you can, the President and General Manager of a great business, sitting day after day and month after month in different offices on the same street, with practically not a word passing between them! The thing simply could not happen.

But in your organization it did happen.

Scandalous? Of course it was. Political management of a national business may be trusted to produce scandals if it produces nothing else.

It would be interesting to know whether that was the whole story, or whether we may surmise, knowing something of the underground working of political machinery, that a still more active attempt was made to get the Deputy Minister out of his job, as he had previously been in politics of a different brand from that of the new government. . . . But that is a detail.

Not only did you fail in the elementary duty of preparing for immigration, but even now, after two whole years of neglected opportunity, when the immigrants we need are at the door,—where are your carefully devised and varied plans for their successful settlement, so that they shall bring a maximum of bene-

fit to the country? Where are the drastic changes in the old do-as-you-like sink-or-swim programme, which are imperative if we are not to be let in for a repetition of all the blunders and failures of the past? You are only just beginning, timidly groping in the dark.

Our whole recent history has piled proof on proof that our medicine-man system of management is incapable of meeting the country's elementary and vital needs; and such incapacity, at this critical point in our national existence, is a public danger of the gravest kind.

There was a famous general once who preferred to lose a war by sticking to ancient rules, rather than win by innovation. He lost accordingly, and never got another chance to win.

In Canada we used to crawl along primitive tracks, stalling in mud-holes, jolting over stones, and wrenching our wheels off in ruts. We have learnt to make decent roads, and travel with safety and speed. Is the old farmer shocked at the innovation? Does he consider the rough road a sacred old institution, and decline to use the smooth one? No; he may be wedded to old ways, but he draws the line at old ruts. With joy he throws old precedent to the discard, and gets to market in half the old time. If you, the political Road-master of Canada, will not give us a modern road for the rut-worn track now hindering our advance, we must find another who can and will. Not for love of any man or party will this young country long consent to crawl from year to year at the pace of a senile tortoise or a centenarian snail.

Yours sincerely,

HOWARD ANGUS KENNEDY.

**DOCKET ENDS:**

KENNEDY, H.A.



## Hotel Dennis

Atlantic City, N.J.

Walter J. Buzby.

March 2<sup>nd</sup> 1922.

My Dear Sir Arthur Curran.

Your recent letter of sympathy with us, in our sore trial in the loss of our only son Maxwell was received and very much appreciated by both Mrs. Kennedy and myself. and I wished to write you a few lines letting you know how much we appreciated the personal fatherly touch and the Christian faith expressed. I felt you should know some of the details connected with Maxwell's experiences that you might better understand his condition from time to time. Four years ago Maxwell had the flu and developed mastoid for

# Hotel Dennis

Atlantic City, N.J.

Walter J. Buzzby.

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which he was operated on in  
Penn. and for 3 months was laid  
up then after a few days took a  
relapse which left him in a  
very nervous condition from which  
he never fully recovered but with  
his ambitious and high ideals  
he wanted to finish his course  
and we felt and had faith that  
he would eventually overcome  
his weakness.

Mrs Kennedy and I want you  
to know how much Maxwell  
appreciated your kind words of  
sympathy one day last fall  
when he was leader in the  
negatives in a debate. He apparently  
was very nervous and

# Hotel Dennis

Atlantic City, N.J.

Walter J. Buzzby.

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You spoke very kindly of him to the audience and paid quite a tribute to his ability as a debater. Coming from you as head of the University he as well as ourselves appreciated the kind words spoken at that time.

He was home the day before he died and we both made it easy for him to remain out of school for 6 months or altogether but he finally decided he would go back Monday morning. He said Dad I am not going to be a quitter. We agree that we went and discussed the situation with his family Dr.

# Hotel Dennis

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Walter J. Bugby.

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and he thought probably he  
would be discouraged less by  
letting him go back than  
keeping him out of University.

While we are lonely and  
heartbroken - he being our only  
child - we know he was one  
of Gods Children and the Lord  
loved him better than we did.

We cannot understand why  
we are bereft but we do know  
that "all things work together for  
good to those who love God".

From the suffering Maxwell went  
through from time to time for the past  
four years we know whatever happened  
that last night he was not responsible  
and he has only you on his side and  
is relieved from all suffering.

# Hotel Dennis

Atlantic City, N.J.

Walter J. Buzby.

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Again we thank you for your  
words of sympathy and  
hope!

Yours sincerely  
H. P. Kennedy

Mr. Fletcher.

2nd April 1936

The Principal enquires whether you think any student organization would be interested in the attached suggestion.

Principal's Secretary.

2nd April, 1936

Dear Sir,

Thank you for your letter of the 21st  
March. I shall be glad to bring the subject  
to the attention of the students.

Yours very truly,

L. Kennedy, Esq.,  
Freyes Estate,  
Antigua, Leeward Islands,  
BRITISH WEST INDIES.

*Kent*

HAMPTON L. CARSON

LAW OFFICES

SUITE 921-927

TELEPHONE  
SPRUCE 1466

1524 CHESTNUT STREET  
PHILADELPHIA

JOSEPH CARSON

May 10th, 1923.

Sir Arthur Wm. Currie, G.C.M.G. K.C.B. LL.D.,  
Dean of School of Law,  
McGill University,  
Montreal, Canada.

My dear Dean:

I have been appointed by the President of the American Bar Association to prepare a Memorial of James Kent, Chancellor of the State of New York, on the occasion of the Hundredth Anniversary of his retirement from the office of Chancellor and the resumption of his professorship in the Law School of Columbia University, New York.

The lectures which he delivered were subsequently expanded into his celebrated Commentaries. I am writing you to ask whether the reading of Kent's Commentaries is now, or was at any time in the past, prescribed as a part of your course of instruction in your Law School. I am anxious to know, and I have written a similar letter to this to the Deans of every Law School in the United States, how far Kent's Commentaries are being read in the Law Schools of this generation.

I should also like to know how far they are called for by readers in your law libraries.

Trusting that you will not find it inconvenient to furnish me with this information, I am

Very sincerely yours,

*Hampton L. Carson*

HLC.W.

*2 Prof Smith  
what shall I say.  
Arthur*

*15/5/23*



SUGGESTED REPLY TO HON. HAMPTON L. CARSON

In reply to your letter of the 10th May I have to say that, so far as I am aware, Kent's Commentaries have never been prescribed as a text-book in any Canadian law school. ~~The~~ Earlier generations of lawyers both in England and in Canada were largely brought up upon Blackstone, but in modern teaching the use of these general treatises has rather fallen into the background, though Stephen's adaptation of Blackstone is still prescribed for the solicitors' examinations in England.. Both Blackstone and Kent are now read <sup>more for their</sup> ~~rather as~~ <sup>interest</sup> ~~literature~~ than as legal text-books, and the use of them in the libraries is therefore limited to those students whose interests carry them beyond the prescribed <sup>?</sup> course of their reading.

H.A. Smith

May 25th, 1923.

Hon. Hampton L. Carson,  
1524 Chestnut Street,  
Philadelphia, Pa.

Dear Mr. Carson:--

I hope you will pardon the delay in replying to your letter of May 10th. We are all extremely busy at the University getting ready for Convocation.

So far as I am aware Kent's Commentaries has never been prescribed as a textbook in any Canadian Law School. Earlier generations of lawyers, both in England and in Canada, were largely brought up upon Blackstone, but in modern teaching the use of these general treatises has rather fallen into the background, though Stephen's adaptation of Blackstone is still prescribed for the solicitors' examinations in England. Both Blackstone and Kent are now read more for their literary interest than as legal textbooks, and the use of them in the libraries is therefore limited to those students whose interests carry them beyond the prescribed course of their reading.

Trusting this information will be of some assistance to you, I am,

Yours faithfully,

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March  
Tenth  
1922.

F. A. Ker, Esq.,  
The Colonial,  
Mt. Clemens, Mich.

My dear Arnot:-

I cannot tell you how pleased I was to receive your letter of January 27th, though you will think that my negligence in answering it would not seem to indicate a very great degree of pleasure.

It so happened that February was a very busy month, in as much as twice during the month I had to go to New York to fill engagements. At the beginning of the month I spoke to John D. Rockefeller's Bible Class. This will probably surprise you, Arnot, when you remember our younger days together in Victoria. On Washington's birthday I was in Philadelphia, where I gave the Washington Birthday address at the University of Pennsylvania and had the good fortune to receive from the University the honorary degree of Doctor of Laws. A good deal of personal correspondence during that time had to go by the board.

My wife and I in talking about old times and old friends in Victoria have often spoken about you. I had no idea where you were. The last information any one was able to give me was that you were in New York. I hope that you are in good health and that you have fully recovered from the rheumatism which bothered you so much in the past. I judge that this place at which you are staying is a health resort. I do not know what I can do, Arnot, to assist Dr. Persson. In fact I am afraid I can give him no useful advice of any kind.

T.A.Ker, Esq.

- 2 -

There are quite a few boys at McGill from British Columbia. From Victoria we have the two Wilson boys, Biggerstaffe's son and Golding's son; Don Jones, son of the late Dr. O.M.Jones, Dr. Fraser's son and Dr. Hamilton's son and Dick Wash's son; Dr. Jim Helmecken's son, son of Legge, who is in the Chemical Works, and Fred Moore's boy. Arthur Benchley's son is here also and quite a number of boys from Vancouver.

Since you left Victoria you have probably been in a great many places, but I venture the opinion that you have seen none in which you would rather permanently reside than Victoria.

I shall always be glad to hear from you, Arnot, and wish you the best of luck.

Yours faithfully,



Jan 27/22

My dear Sir Arthur,

You will no doubt  
be surprised to hear  
from your old friend  
Arnot.

I thought many times  
since your return from  
the war how I should  
liked to have gripped  
your hand & congrat-  
ulated you on your

wonderful success at the  
front with our dear Can-  
adian boys & at being honored  
as you were by our King.  
I met Tod Aikman & Arthur  
Courtney while in New York  
& they informed me of having  
spent a happy time with  
you there.

Since my last seeing you  
I have been fighting arthritis  
from California to N. York  
& am glad to say that I  
feel confident in my res-  
ident Doctor Perason & these  
wonderful waters to get me  
on my feet again. Having  
been here since the 12th. Aug.  
I have seen many come &  
go away either cured or benefited.  
This Doctor is a wonderful  
Bacteriologist & I am in-  
closing some pamphlets  
informing you of the work  
he is accomplishing.

As he is anxious to  
get in the Canadian  
market, I thought you  
could inform me as  
to the most capable  
party to handle same.  
Hoping to hear from  
you in due time  
& with my kindest  
regards & best wishes  
to both you & Lady Currie

Yours sincerely  
T. A. Kev

SEYMOUR HOUSE,  
17, WATERLOO PLACE, S.W.1.

20th March 1928.

Dear Sir Arthur,

I enclose a copy of an article I wrote for the Round Table about the naval problem, which I think it may interest you to read. I hope that people in Canada will really give some thought to this problem in the next year or so. The reduction in the American programme is not nearly as great as it appears on paper, because all that they have really done is to reduce the programme from a five year to a three year programme, which means that they will go on with it unless there is an agreement by 1931.

The key to an agreement, I am sure, is the Imperial Conference of 1929. If the nations of the British Empire can come into line by then, I think it will have a great influence on the United States. But if they are to do this they must have done some cooperative thinking first.

Yours sincerely,

*Philip Kerr*

Sir Arthur W. Currie, G.C.M.G., K.C.B., LL.D.,  
President's Office,  
McGill University,  
Montreal,  
C a n a d a.



March 30th, 1928.

Philip Kerr, Esc.,  
Seymour House,  
17, Waterloo Place, S.W.1.,  
London, England.

Dear Mr. Kerr:-

Thank you for sending me the reprint from the Round Table on the naval problem. I have not yet read it but will do so in the next day or so, especially in view of the fact that I am going down to New York this week-end and while there shall attend one or two meetings of that group which has much to do with studying international relations.

I shall be glad to get definite information as to what the American naval proposals really mean. One's conclusions from what one read in the papers about the great reduction in the estimates were that the original proposal rather staggered their own people. I am told that protests reached the Government from everywhere and every body in the United States; that the Government felt that they could not carry through the three billion proposal and still retain the confidence of the people. I wonder if that is so.

I shall write you again after coming back from New York. I am in full sympathy with your suggestion that the Imperial Conference of 1929 would be a most important gathering.

Yours faithfully,

November  
Eighth  
1922.

Philip H. Kerr, Esq.,  
C/o. Vincent Massey, Esq.,  
71 Queen's Park,  
Toronto, Ont.

Dear Mr. Kerr:-

May I recall myself to your recollection? I am now Principal of McGill University, but during the war I commanded the Canadian Corps.

I am looking forward to the pleasure of hearing you address the Canadian Club of Montreal next Monday. I do not know whether or not you have any time at your disposal while in Montreal, but there are two things I want to ask you to do,-

1. Is it possible for you to lunch or dine with me any day while you are here?
2. Will you speak to the McGill Canadian Club?

Frankly, I believe that far more good can be expected to result from addresses to University students than to the group of men who constitute our Canadian Club. That remark is not intended to disparage the latter, for I am a very sturdy supporter and admirer of these Clubs, but there is no mind more open, responsive, plastic or impressionable than the mind of the University student. It is only fair to tell you that should you speak to them you cannot expect any fee, because, although they have a Treasurer he has no duties, particularly, to perform.

With all good wishes, I am,

Yours faithfully,

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MONTREAL

GERHARD R. LOMER, M.A., PH. D.  
LIBRARIAN

October 15th, 1931

Sir Arthur Currie,  
Principal,  
McGill University

Dear Sir Arthur:

I return herewith Mrs. Kessel's letter of September 30th, addressed to you, and referring to the work of Pauline Johnson.

We are glad to be able to lend, by mail, Mrs. Johnson's "The Moccasin Maker" in which "My Mother" which Mrs. Kessel asks for, appears (p.23-85). This book is published by the Ryerson Press, Toronto, (1913) and is listed at \$1.60.

Assuring you that we are always glad to be of service to those interested in Canadian Literature, I am,

Faithfully yours,

*G.R. Lomer.*

University Librarian.

GRL/AC  
Enc.

Chy-au Towane,  
Hayle,  
Cornwall.

Sep. 30th. 131.

The Principal  
McGill University, Montreal.

Dear Sir, I visited Canada in 1913 -  
soon after the passing of Pauline Johnson  
until then I had not so much as  
heard of "that gifted woman."

I think 'twas the "Montreal  
Star" that gave a long description of  
Pauline Johnson's burial. It interested  
me deeply & "drew" me to the poetess.  
Yours truly,  
W. L. G.

works: I still have "Hair & Feathers" among  
my treasured books of verse.

Now I propose shortly to give  
a lecture on Pauline Johnson - "but we forget" you  
know - & I am anxious to obtain a copy of  
"My Mother". The buying of books is, at present,  
beyond my means & I cannot obtain the loan of  
a copy of that particular book from any  
source (I have tried the National Central Library)

Can you would obtain the  
loan of a copy <sup>for me</sup> I'd be most  
grateful & "do my diligence"  
to return it after I'd well  
covered its pages.

Please forgive my bothering you  
but I know not whom else  
to importune. Moreover, all  
Canadians are ready & willing  
to "do their bit" in the Cause.

of international friendship.

I am,

Yours Sincerely,

Alma Kessel (Mrs.)

P.S. Any newspaper cutting's  
relating to P. Johnson would  
be greatly esteemed.

A. K.

March 11th, 1925.

C. F. Kettering, Esq.,  
Dayton, Ohio.

Dear Mr. Kettering:-

I beg to acknowledge and to  
thank you for your letter of March 9th.

Your visit gave great pleasure  
to all of us at McGill, and we hope that you may  
be in a position to repeat it some time in the near  
future.

As requested in your letter  
I am sending by to-day's mail a calendar of the  
University. Beginning on page 11 you will find  
a complete list of the teaching staff of the  
University.

With all good wishes, I am,

Yours faithfully,



C. F. KETTERING  
DAYTON, OHIO

March 9, 1925.

Sir Arthur Currie,  
McGill University,  
Montreal, P. Q.

My dear Mr. Currie:

I want to thank you very much for the extreme courtesy which you extended to me during my recent visit in Montreal. I was very much impressed with the work you are doing at McGill University on modern science problems.

If the opportunity presents itself to either you or any of your staff to be in Dayton we would be very glad to extend the courtesy of our laboratory to you.

I wonder if you could send me a catalog or any publications you may have regarding the personnel of your teaching force.

I hope you will extend my best wishes to the members of your faculty who contributed to the pleasure of my trip to your University.

With kindest personal regards, I am

Yours very truly,

*C. F. Kettering*

424 Langford Street,  
Victoria, B.C.,  
Feb. 10th, 1926.

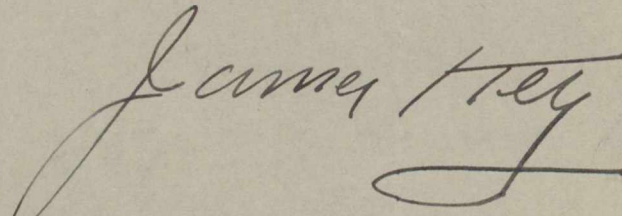
Dear Sir Arthur:

My son, Edmund Francis Key, who for the past ten years has been employed at the B.C. Electric Power Station at Lake Buntzen, B.C. (with the exception of the duration of his services Overseas) is now applying for a position as Operator or Oiler at the new Esquimalt Drydock under the Public Works Department.

The application form he was required to complete required the names of three references and I ventured to suggest his using your name as one of them, and should be very glad, should you happen to be written in connection with this matter, if you would kindly put in a good word for him as he is very anxious to obtain a position in Victoria.

Thanking you for past favours and hoping that you will be able to do this for my son if required, I am,

Yours respectfully,

A handwritten signature in cursive script, reading "James Key". The signature is written in dark ink and is positioned above the typed name of the recipient.

Sir Arthur W. Currie, G.C.M.G., K.C.B., L.L.D.,  
Principal, McGill University,  
Montreal, Canada.

February  
Eighteenth  
1921.

The Khaki League Club,  
Bishop Street,  
Montreal.

Dear Sirs:-

I am enclosing herewith cheque for  
\$23.20 for board and lodging to the end of  
February for the man whose name I gave you over  
the telephone. I cannot just now recall his name.

Yours faithfully,

Principal.