

Report of the Proceedings  
at a Conference of Rep-  
resentatives of Branches  
of the Canadian Patriotic  
Fund in Eastern Canada



Held at Toronto  
May 16, 17 & 18  
1916

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## FOREWORD

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In presenting a printed report of the proceedings at a conference of representatives of branches of the Canadian Patriotic Fund in Eastern Canada, the Central Executive Committee recognizes that much of the discussion and many of the opinions are worthy of permanent record. It has not been thought necessary to reproduce verbatim the entire discussion, since much of it relates merely to the treatment of applications for assistance, in which more or less unusual conditions obtained. It is hoped that every argument of force and every opinion of value has been included, and that the record will prove of use to the Relief Committees in the local administration of the Fund and to Finance Committees in their efforts to increase the resources at our disposal.

The Central Executive Committee are glad to take this opportunity of expressing their appreciation of the invaluable assistance afforded to them in their work by the thoughtful addresses made by branch representatives on the occasion to which this report relates.

CANADIAN PATRIOTIC FUND

July 3rd, 1916.

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

The following delegates were present:—

- Rev. Canon Armstrong, Trenton.  
 H. J. Allison, Picton.  
 Rev. Armitage, Toronto.  
 Miss C. B. Armstrong, Perth.  
 C. B. Allan, St. Johns, N.B.  
 J. E. Atkinson, Toronto.  
 — Armstrong, Toronto.  
 Sir Herbert Ames, Head Office.  
 R. M. Anderson, St. Thomas.  
 D. T. Almond, Hamilton.  
 Dr. Anderson, Toronto.  
 Mark Bredin, Toronto.  
 John Birnie, K.C., Collingwood.  
 Thos. Beecroft, Barrie.  
 B. Brockelbank, Arthur.  
 D. J. Brennan, St. Hyacinthe.  
 W. H. Bell, Beeton.  
 Judge Bowles, Simcoe.  
 Cyrus A. Birge, Hamilton.  
 J. P. Bell, Hamilton.  
 E. L. Brittain, Head Office.  
 T. S. Church, Armprior.  
 Henry C. Collins, Chatham.  
 Rev. W. F. Carpenter, Hornings Mills.  
 G. C. Copley, Hamilton.  
 F. H. Dobbin, Peterborough.  
 C. L. Dunbar, Guelph.  
 R. J. Doak, Milbrook.  
 E. Duckett, St. Hyacinthe.  
 H. H. Engel, Hanover.  
 Geo. Elliot, Montreal.  
 John Flower, Welland.  
 Leo Frankel, Toronto.  
 John T. Field, Cobourg.  
 E. S. Green, Hull, P.Q.  
 H. Graef, Clifford.  
 C. A. Goodfellow, Whitby.  
 R. Gill, Ottawa.  
 H. Grose, Lefroy.  
 W. K. George, Toronto.  
 Geo. Greer, Cobourg.  
 R. A. Hurdman, Ottawa.  
 John T. Hawke, Moncton, N.B.  
 J. H. Hartman, Clarksburg.  
 Sir John Hendrie, K.C.M.G., Toronto.  
 R. W. Holmes, Jarvis.  
 W. W. Hooley, Cobourg.  
 Capt. Innes, Port Credit.  
 J. C. Inglis, Hagersville.  
 A. Jackman, North Bay.  
 Mrs. J. Arthur Jackson, Gananoque.  
 John T. James, Bridgeburg.  
 F. S. Jarvis, Galt.  
 Dr. T. E. Kaiser, Oshawa.  
 Byron King, Barrie.  
 W. M. Lowery, Petrolia.  
 Col. Lazier, Belleville.  
 T. E. Lipsey, Elora.  
 W. H. Lovering, Hamilton.  
 Justice Livingstone, Welland.  
 A. Lang, Windsor.  
 John B. Lindsall, Gravenhurst.  
 Judge Morrison, Picton.  
 T. M. Mulligan, North Bay.  
 Jas. MacKinnon, Sherbrooke.  
 P. H. Morris, Head Office.  
 J. McNamara, North Bay.  
 H. F. McLatchey, Campbellton, N.E.  
 James Mitchell, Goderich.  
 Rev. Wm. McMillan, Richmond, Que.  
 Rev. A. H. Moore, St. Johns, Que.  
 C. S. McDonald, Brampton.  
 R. A. McCulloch, Galt.  
 H. D. McQuaig, Tottenham.  
 Hon. T. W. McGarry, Toronto.  
 A. D. McIntosh, Stirling.  
 Wm. McDowell, Lindsay.  
 — McLaren, Toronto.  
 John Muir, Toronto.  
 Sir Wm. Mulock, K.C.M.G., Toronto.  
 J. R. McNeillie, Lindsay.  
 R. M. Mulholland, Port Hope.  
 W. C. McDonald, Toronto.  
 T. R. Mayberry, Ingersoll.  
 A. E. McNab, Walkerton.  
 Mrs. A. E. McNab, Walkerton.  
 W. S. McKinley, Parry Sound.  
 — McCreath, Toronto.  
 Angus MacMurchy, Toronto.  
 Geo. J. McKie, Simcoe.  
 Hugh C. Nickle, Kingston.  
 C. A. Nairn, Goderich.  
 W. C. Noxon, Toronto.  
 F. T. Orgill, Hamilton.  
 W. S. Ormiston, Uxbridge.  
 Miss O'Brien, Toronto.

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Rev. Canon Pearson, Sturgeon Falls.  
W. C. Porter, Powassan.  
Hon. Dr. Pine, Toronto.  
H. J. Pyle, Dunnville.  
Rev. E. W. Pickford, Brighton.  
Jas. Pullen, Woodstock.  
W. H. Price, Moncton.  
Mrs. Reid, Toronto.  
H. Reid, Meaford.  
George Ridout, Toronto.  
Col. Reese, Toronto.

W. C. Rean, Woodstock.  
John Stuart, London.  
E. A. Saunders, Halifax, N.S.  
J. T. Stewart, Agincourt.  
Geo. A. Smith, Port Hope.  
T. Scott, Osprey Township.  
Mrs. T. Scott, Osprey Township.  
J. P. Scully, Berlin.  
Isaac Scott, Nottawasaga.  
A. S. Smith, St. Thomas.  
Col. C. Smith, Montreal.

J. H. Spence, Brantford.  
Wm. Stone, Toronto.  
R. W. Sloan, Church Hill.  
Norman Somerville, Toronto.  
M. F. Staples, Welland.

J. Urquhart, New Liskeard.  
E. J. Vincent, Parry Sound.  
Mrs. E. J. Vincent, Parry Sound.

J. P. Wright, Waterloo.  
H. T. Watt, Brantford.  
J. M. Wyatt, Toronto.  
S. J. Williams, Berlin.  
F. S. Wylie, Port Arthur.  
John Watt, Toronto.  
Rev. W. F. Wilson, Toronto.  
T. Webb, Lindsay.  
Frank R. Weston, Midland.  
Henry White, Port Hope.  
David Williams, Collingwood.  
J. Warwick, Toronto.  
G. A. Woodside, Brantford.

AFTERNOON OF MAY 16TH.

Sir William Mulock, K.C.M.G., was elected to the Chair.  
Mr. John Muir was asked to act as Recording Secretary.

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His Honour Sir John Hendrie, Lieutenant-Governor of Ontario,  
was present during this session.

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ADDRESS OF THE CHAIRMAN.

May it please Your Honour and Gentlemen:—

Inasmuch as there are many subjects to be dealt with at this Conference, it is expected that each one of us concentrate his observations as much as is consistent with the importance of the subject being dealt with. You will observe by the programme that there is a time limit assigned for the discussion and treatment of each subject, and, subject, of course, to the supreme authority of this gathering, I ask you to allow me to live up to this programme and to assist in living up to the schedule of time prescribed in the programme.

Before referring to the object of the gathering, I wish to say on behalf of His Royal Highness, the Duke of Connaught, that he found himself, on account of other public duties, much to his own regret, unable to be present here to-day, but he has been good enough to send me a communication which I will read to you.

GOVERNMENT HOUSE,  
OTTAWA.

13th May, 1916

Dear Sir William,—

*It is with much regret that I find that I am unable to attend the Conference of Representatives of the Canadian Patriotic Fund which is being held in Toronto at the invitation of the Toronto and York County Branch.*

*I should have liked to be able personally to express to them the appreciation that I feel for the efforts they have put forth and the sacrifices they are making in order that the work of the Canadian Patriotic Fund may be successfully discharged. I would therefore ask you to be so kind as to inform the delegates on my behalf that they have my*



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*very best wishes for a most successful meeting and that it is my earnest hope that the objects of the Conference may be fully attained. The Executive Committee of the National Fund will, I know, be grateful for any suggestions that the collective experience of the delegates may lead them to lay before it.*

*Believe me*

*Yours sincerely,*

*"ARTHUR"*

*Hon. Sir Wm. Mulock, K.C.M.G.,  
Toronto.*

We have here with us to-day a very good representative of His Royal Highness in the person of Sir John Hendrie, Lieutenant-Governor of the Province of Ontario. In his presence I will not refer further to what he and his family are doing in the cause that is now close to the hearts of all of us.

The explanation for the gathering of this meeting is this: The parent society, called the Canadian Patriotic Fund, with headquarters at Ottawa, is most desirous of conducting its deliberations and all its affairs in entire harmony with public opinion. In dealing with a great trust such as is in our hands it is impossible to please everyone, and different opinions, honestly different, will be entertained as to the best methods to be pursued in the wisest administration of this trust. The parent society, the Canadian Patriotic Fund, is most anxious from time to time to learn from the branches what improvements, what changed methods are desirable in the interests of the trust, and with that view the parent society has desired to bring together representatives of the branches of the Fund of Eastern Canada in the hope that they may deliberate to advantage at this Conference. We have present to-day the active, efficient Secretary, Sir Herbert Ames. I regard him as the leading spirit in the carrying out of our Trust. His is a responsible office, and it is being faithfully and, I think, efficiently filled. We welcome him here, and in welcoming him give him a most grateful reception.

I do not propose to do anything further than to point out that, although a programme is assigned, it is not intended thereby to exclude from consideration other subjects which might suggest themselves to the members, but the Association desires to be informed as to the views of the Conference on certain specific propositions, and it would be expedient, therefore, to deal with those propositions and to pass judgment upon them. If there is time left to take up any other suggestions that may occur to any of the members, we can do so. Therefore, between now and the close of this meeting, I

would suggest to any of you who wish to have matters discussed that are not now upon the agenda, to formulate your resolutions and hand them in to me, and I will endeavor to find time to have them discussed, subject always to the prior right of way of the discussion in regard to the subject appearing on the programme.

I am sure the Conference would be pleased to hear briefly from a few of the representatives present. First of all, permit me to ask His Honour the Lieutenant-Governor to address the meeting.

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#### ADDRESS OF HIS HONOUR SIR JOHN HENDRIE.

Sir William, Ladies and Gentlemen:—

It is with great pleasure that we welcome the delegates, not only from the Province of Ontario, but from the different provinces, to Toronto to engage in this Conference. It seems a long time, but it is in reality a very short time, since this Patriotic Fund Association was organized. Great events have passed since then, and no doubt you all have had certain matters in connection with the operation of the Patriotic Fund in the various districts called to your attention. Naturally in the beginning some mistakes were made, but I think this meeting will be able to correct any such mistakes.

Two members of the Government are here representing the Province of Ontario—the Provincial Secretary and the Minister of Education. They will, no doubt, during the course of the deliberations speak for the Government.

I can only in conclusion give you a very warm welcome to Toronto, and trust that your deliberations will be of great advantage to the Canadian Patriotic Fund Association.

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Responses to these addresses were made by the Rev. A. H. Moore, St. Johns, P.Q.; Mr. Justice Livingstone, Welland, Ont.; Mr. Leo Frankel, Toronto, Ont.; Mr. Justice McLatchey, Campbellton, N.B.; the Hon. T. W. McGarry, Toronto, Ont.; the Hon. Dr. Pyne, Toronto, Ont.; Mr. E. A. Saunders, Halifax, N.S.; Mr. J. E. Atkinson, Toronto, Ont. and Mr. C. L. Dunbar, Guelph, Ont.

QUOTATION FROM ADDRESS OF HON. T. W. MCGARRY.

"I think we have every reason to be optimistic over the work which has been accomplished in the past. More is necessary in the future. As far as the Government of Ontario is concerned, I can assure you that not only will the citizens of Ontario perform their duty, but also the Government."

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PAPER—*The Composition, Status and Duties of the Central Executive Committee*:—By Sir Herbert Ames, M.P., Honorary Secretary, Canadian Patriotic Fund.

At the outset of this Conference, it may not be out of order that a few words be said to make clear the status, the composition, the duties and the responsibilities of the Central Executive Committee which controls the Patriotic Fund.

The Canadian Patriotic Fund was incorporated by an Act of Parliament, 5, George V., Chapter 8. This Act was passed during the War session of August, 1914 with subsequent slight amendments.

The objects of the corporation, according to the Act, are "to collect, administer and distribute monies for the assistance, in case of need, of the wives, children and dependent relatives of officers and men, residents of Canada who, during the present War, may be on active service with the naval and military forces of the British Empire and Great Britain's Allies."

Within the four corners of this declaration the corporation is supreme but it will be readily evident that if it assumes unauthorized activities or permits its agents to do so, it is liable to such penalties as may be imposed. All property is vested in the corporation, that is to say, all monies, securities or other property transmitted to it by generous donors, become the sole property of the corporation. The Fund is responsible to the donors and to the public and, in order that proper expenditure may be guaranteed, the Auditor-General of Canada is by statute the Auditor of the Fund.

Now the Canadian Patriotic Fund acts through an Executive Committee. The corporation, having the power to establish branches, delegates to them certain duties and responsibilities but what is forbidden to the corporation is necessarily forbidden to the branches, since what the central organization cannot itself do, it cannot permit one of its agents in its name to undertake.

The only body that can make regulations binding upon the

conduct of the Fund is the Central Executive and these regulations cover the conduct of all the branches. It is in order to make this perfectly clear that, in the suggested constitution, mentioned on page "9" of our pamphlet, the opening clause reads:

"It is declared that \_\_\_\_\_ shall have a branch of the Canadian Patriotic Fund to be subject to the corporation at Ottawa, as sanctioned and authorized by Statute enacted by the Parliament of Canada on August 22nd, 1914."

The Executive Committee, as presently constituted, consists of His Royal Highness, the Duke of Connaught, Chairman of the Fund, the Hon. Sir Thomas White, Honorary Treasurer, Sir Herbert Ames, Honorary Secretary and thirty-six members chosen from all parts of the Dominion of Canada. There is included on the Executive, the Military Secretary of His Royal Highness, the Private Secretary of His Royal Highness, the Paymaster General of the Militia Department and the Vice Admiral of the Canadian Naval Department, together with seven civilian members resident in Ottawa so that it may be possible to secure a quorum in case of an emergency where the presence of outside members could not speedily be obtained. In addition to the eleven members from Ottawa there are from Toronto, five, including the Honorary Treasurer; from Montreal, five, including the Honorary Secretary; from Hamilton, two; from Quebec City, one; from the Province of Nova Scotia, two; from the Province of New Brunswick, two; from Manitoba, three; from Saskatchewan, two; from Alberta, two; and from the Province of British Columbia, one.

The National Executive may, by By-Law, establish branches and it has already done so to such an extent that nearly the entire Dominion of Canada is geographically covered. In Ontario there are one hundred and fifty such branches. This province may be considered as thoroughly organized since by means of the branches of our Fund (and the independent organizations at Paris, Preston, Orillia, Sarnia and Fort William, together with the independent county organizations of Lincoln and Halton), every part of the province is covered. At the outset there were a considerable number of independent Patriotic Funds in the Province of Ontario but, with the few exceptions mentioned above, all have now joined the Fund and none have seceded therefrom.

In Quebec there are forty-seven branches and no independent organizations. Some areas in this province are not yet covered and scattered families at such points requiring to be helped, receive such assistance by direct remittance from the Head Office.

The Province of New Brunswick is entirely covered by county organizations, twelve in number, there being no independent relief committees known to us.

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In Nova Scotia there is a provincial organization with twenty-three sub-branches serving the entire province.

Manitoba is served by an independent provincial Patriotic Fund incorporated by statute of the local Legislature. It is, however, affiliated with the National Fund, the President, Mr. A. M. Nanton, being a member of our Board.

There are further provincial branches at Saskatchewan, North and South Alberta, while in British Columbia three large associations (that at Victoria, Vancouver and the British Columbia provincial branch) carry on all the work of the province.

The meetings of the Executive are held in Ottawa monthly, save in midsummer, under the Chairmanship of His Royal Highness the Duke of Connaught. The Fund is indebted to the Governor-General for his unflagging interest, his constant attendance and his sound advice. He has never been absent from a meeting of the Executive Committee since the commencement of the War and the confidence of the people, which the Fund may claim to hold, is largely due to his association with the work.

At each Executive meeting statements are submitted by the Honorary Treasurer and by the Honorary Secretary passing in review all the events of the preceding month. Important communications from branches are read and considered and many of their suggestions are acted upon. No major question of policy is determined save after the consideration of the Executive, sometimes during several consecutive meetings, and the findings of this body are communicated to the branches through the Head Office by the Assistant Secretary.

When the Toronto branch extended its kind invitation to the Patriotic Fund to hold this Conference, the letter was submitted to the Executive and the project approved by them. We have arranged for a stenographic report of all the discussions that may take place during this Conference and the report will be laid before the National Executive at its next meeting on the 8th of June. It is needless to say that the experience of the gentlemen here present and the conclusions arrived at after discussion, will be carefully examined by the Executive and will exert great influence on its subsequent decisions. This Conference is by them regarded as one of the most important gatherings in the history of the Fund.

In closing, I desire to express, on behalf of His Royal Highness and the members of our Executive, their hearty appreciation of the work which the members of this Conference are undertaking to accomplish.

PAPER—*The Head Office and the Work It Performs*:—By Philip H. Morris, Assistant Secretary, Canadian Patriotic Fund.

The Head Office of the Fund is divided broadly into two departments, the Treasurer's and the Secretary's. With the routine work of the former I am not intimate, but can say that it consists mainly of receiving, listing and acknowledging subscriptions, filling requisitions, and keeping the *truly* financial records. For purposes of comparison and stimulation, statistical records are kept in the office of the Secretary, but it is naturally upon the Honorary Treasurer and his unusually capable assistant, Mr. Brittain, of the Finance Department, that the scientific work devolves.

Theoretically, perhaps the system of check and audit in force at the Head Office should come under the control of the Honorary Treasurer, but in actual practice the work is supervised by the Secretary, and I am therefore including it in my description of the work of the Secretary's office.

The work of the Treasurer's office requires, therefore, no special description. In the Secretary's office the work is varied and often very heavy. The Department has to act in a co-ordinating capacity, always striving after uniformity of local action; it is constantly stimulating local effort, a task which has been very largely discharged by the Honorary Secretary, both by correspondence and visits; it is continuously engaged in supplying branches with lists of women receiving Separation Allowance, both from the Imperial and Canadian Governments; lists of men reported as casualties, a term that does not merely include deaths, wounds, illnesses, but also comprises men discharged for any reason whatsoever; lists of men promoted, and to whose wives larger Separation Allowances are accordingly payable; lists of men to whom their usual civilian wages, in whole or in part, are being paid by the Dominion and Provincial Governments and certain national corporations; lists of men and women to whom pensions have been granted; and from time to time certain other information of a similar character; it deals with the many individual applications received, either allocating them to the branch best able to deal with them, or else instituting an investigation from Ottawa, and disposing of the case there; it enquires into and answers many questions regarding non-payment or delay in payment of Separation Allowances and Assigned pay, maintaining constant communication with the Militia Department; it advises local branches how to handle cases in which unusual factors exist; and it conducts a thorough check and audit on the disbursement sheets rendered by branches.

The foregoing fairly well summarizes the principal work of the office, although it gives little idea of the many perplexing questions

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that have to be answered. A fuller description of the methods employed in discharging these multitudinous tasks will doubtless prove interesting.

The Head Office has not always been successful in securing a full measure of uniformity, either in policy or treatment. That is one reason why this Conference became necessary. The National Executive Committee gives what it considers to be equitable rulings on various points. These rulings are conveyed to all branches in the expectation that they will be accepted and acted upon. Generally speaking, this expectation is realized, but there have been exceptions. So far as the treatment of individual cases is concerned, it is felt that it is almost impossible to secure perfect uniformity. In such matters the Head Office is only able to offer suggestions based upon the experience of other places. If every problem were submitted to the Head Office—but I hope it never will be—it would be possible to attain a very considerable degree of uniformity, although I would hesitate to say that the action taken would always be wise or even equitable. A few of the kind of problems of which I am thinking will probably be submitted at a later session.

The stimulation of local effort is a phase of our work to which the Honorary Secretary devotes an enormous amount of time and energy. There are few towns in Eastern Canada that have not been more than once approached in an endeavor to secure from their citizens contributions in proportion to their means. Several experienced campaign organizers are in the employ of the National Fund, and when required one of them is sent to a town to organize and supervise the conduct of a campaign. Under such auspices many towns have been able to subscribe to the Fund sums much larger than would have been raised under purely local management. Campaign literature is also prepared and widely distributed, while the Head Office is also in a position to supply posters and buttons. The monthly bulletin issued from Ottawa is intended largely to stimulate giving and to supply branch organizations with material for the local press.

The Honorary Secretary, as is well known, has given addresses in many towns, has attended public meetings to usher in campaigns and has submitted the cause of the Fund to a number of County Councils. Other Councils have also been approached by members of the Head Office staff, and it might not be too much to say that of the million and a quarter dollars pledged by the County Councils of Ontario for 1916, nearly a million has been secured by the efforts and co-operation of the Head Office.

Allied to the work of raising money is the task of forming relief committees in districts so far unorganized. With the exception of a portion of the Province of Quebec there are but few areas which

are not included within the territory controlled by some branch or other. Whenever an application has been received from a woman living at a point where no branch has been formed, and which is not situated near an organized town, an effort is made to establish there a local committee. It is the intention of the Head Office to make further efforts to secure the more thorough organization of Quebec Province this summer, both for relief and contributing purposes.

The work conducted in the Records Office or Information Bureau of the Fund requires more detailed description. For every Separation Allowance account opened in the Militia Department a card is written by an employee of the Fund, who is stationed in that Department. Cards are also written for all beneficiaries of the Fund not in receipt of Separation Allowance, a card of different colour being employed. If Separation Allowance is later issued to such beneficiaries, another card comes through from the Militia Department, and the original is destroyed. These cards contain the name of the soldier, his battalion and his number, the name of the payee and her address. I should amend this statement and say that they contain these details whenever available. Sometimes the regimental number is lacking.

Seventy-five thousand cards\* are filed in cabinets in alphabetical order, and a certain section of the alphabet allocated to each of several employees in the records branch. When a return of casualties or promotions or any other return of the nature mentioned earlier is received, it is given a number, entered in a ledger, and is then passed to the employee dealing with the first section of the alphabet. She turns up in her trays the cards relating to such men as fall within her section, enters the nature of the information upon the card, together with the date and number of the list, and enters against each name on the list any information not already thereon, but which appears on the card. The list is then passed to the clerk handling the second section of the alphabet, and so on until all the names have been dealt with. It then goes to one of several stenographers who lists the names according to towns where the next-of-kin resides, and advises the Patriotic Fund branches at those towns.

The various returns mentioned are received as quickly as can be arranged. Discharge reports are received from each Unit in Canada every day, while daily casualty lists are also supplied by the Militia Department. Other returns are received equally promptly. Consequently, we now have the latest information available regarding men whose status undergoes a change, and this information is communicated to our branches just as fast as the clerks can handle it. It is one of our golden rules that no returns shall be allowed to accumulate before being entered, analysed and distributed.

\*This number had reached 85,000 when this report went to press.



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The majority of branch disbursement sheets are checked in a similar manner. Each sheet is handed to the clerk dealing with the first portion of the alphabet, who checks each name falling into her section with the card, enters against each name any notation whatsoever that may appear on the card, and then passes the sheet to the next clerk. When all the names have been checked, the sheets go to the chief clerk who scrutinizes the amounts paid. They are then passed through to Mr. E. J. Whittet, the accountant, who deals with any errors, over-payments, etc., analyses the payments according to the class of service which each man is performing, or the nation under whose control he is fighting, and prepares statements for the Executive Committee.

The sheets sent in by larger branches are checked in a somewhat different manner to avoid waste of time. It would appear unnecessary, for instance, in the case of Toronto, which now has over 7,000 families on its books, to check each month each one of those seven thousand names. Consequently, a daily record is kept of matters affecting Toronto beneficiaries, and the sheets are checked from this record only. The balance of the beneficiaries is obviously *in statu quo ante*.

As soon as possible after the end of each month a comparative statement of branch expenditures is prepared for the information of the National Executive Committee. The statement contains particulars as to the number of families cared for by each branch, the expenditure, the average allowance per family or per individual, the amount spent by way of compassionate allowances, and the cost of administration. It is found that the members of the National Committee peruse these statements quite carefully and are quick to direct our attention to apparently marked differences in the allowances paid in different towns. By means of these statements, in fact, the operations of the Fund throughout the Dominion are each month placed in statistical form before the main governing body which is enabled, almost at a glance, to see whether an adequate measure of uniformity is in effect, and whether fitting control is exercised from Ottawa.

If it is not foreign to the object of this paper I would like to state that under Mr. Whittet's direction the records and accountant's branch performs a tremendous amount of work with a degree of efficiency that is marred by few avoidable mistakes. Such errors as have occurred have been almost entirely due to the inadequate information at one time supplied us. I am glad to say that, generally speaking, much fuller particulars are now furnished.

In conclusion I would like to refer to the relations that exist between the Head Office and the numerous local branches. Considering the many problems that have had to be solved, the many worrying

cases that have only been equitably dealt with after consultation with the Head Office, a remarkable degree of harmony obtains. Sometimes I feel that the Head Office is accorded greater consideration, greater courtesy, perhaps, than it deserves. Perhaps I had better speak for myself and use the personal pronoun. I know that on busy days, when things have not been going well, I have answered what appeared to be an unnecessary or even a foolish letter rather abruptly. I do not always remember that while I am retained to devote the whole of my time and attention to the conduct of the Fund's business, by far the greater number of my correspondents are men who are giving their time gratuitously, who are serving their country in her hour of need in the manner which seems best to them. I assure you, gentlemen, that when the accountant, Mr. Whittet, and myself review the work that is done by our volunteer officials, we are ashamed of any impatience that may have crept into a few of the many communications that are daily issued from the office, and are proud to be associated with men who are daily proving themselves to be unselfish patriots.

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Sir Herbert Ames then explained the purposes served by the comparative statement of branch expenditure prepared each month by the Head Office accountant and how, by its means, any tendency to extravagance on the part of a local committee could be detected and curbed.

Mr. J. E. Atkinson (Toronto) moved that the monthly statements published in the Bulletin, should contain a column giving the number of wives at each branch, a second giving the number of children and a third giving the number of mothers or other dependents than wives. No action was taken, however.

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PAPER—*Branch Organizations: their formation, composition and activities*:—By Mr. F. H. Dobbin, Peterborough.

I am to open the discussion on Branch Organizations, their formation, composition and activities. Outside of the first and second-class branches, all of which are now well established, I would venture to say that the average number of families to be cared for per branch will be about 90 in branches of the third class and thirty to forty in branches of the fourth class. In all of these the organization needs to be thorough. The Patriotic Fund has enlisted in its service men who are doing a most noble and self-sacrificing work, and doing it well.

What are the needs of a Branch ? First, an able and enthusiastic campaign committee, drawn from all the walks of life. Men earnest and optimistic, willing and ready to carry on a successful campaign. Professional men, school teachers, mechanics, merchants, manufacturers, a committee thoroughly cosmopolitan in its make-up. Each man with something of the tenacity of the insurance agent, the savvy of the book canvasser and the insistence of the railway freight agent. All these men get money. We pay out to them, at times reluctantly, but we do it all the same. The duty of the committee is to raise funds and is to be kept together for future use. The Old Guard never disbands.

Next, the usual finance and membership and, if you will, a Promotion Committee and trustees. The Finance Committee manages the work of collection, and as the number of objects calling for public support increase the work of collection of Patriotic Fund moneys becomes increasingly onerous. We are most ably served at Peterborough, our senior trustee, Mr. J. A. Aylmer, having given unlimited time to the work for the past eighteen months, without remuneration. It is little use to secure instalment subscriptions and slight the collections.

Then the Distribution Committee. Here take large thought. Do not seek those who are termed your best citizens. Consider the people with whom this committee will deal. Do not try to bring them into contact with those they have long considered as indifferent to the conditions and impulses of the average man and his family. Get men with that rare gift of common sense as applied to the things of daily life. Select those who will work together. To whom no thought of preferment or local consequence will come. In Peterborough one of our most useful members is the local bill poster. Another, simply invaluable, our best scout, the Adjutant of the Salvation Army Corps. Others all equally seized with the idea of helpfulness. It will be judicious in the end, if this committee give to any case little sympathy but much consideration. You cannot distribute the Patriotic Fund on sympathy. But only on attention, based on the condition of the family, its needs, its position in the general scheme of right living. If you have on your lists two hundred women rest assured you will have two hundred points of view presented, and these claims are insistent.

Next, your distributing officer, or some one with the function of paying out. The more impersonal the work is carried on the better for the Fund, the branch and the applicants. Let every adjustment, each action that determines, be by the authority of the Committee. Keep the "I will see to that," "I will see that you get it," "Just leave it to me," and all such personal assurances down. Go into a bank on business. One notes the air of solemnity and

decorum. It is a serious business of life. So, for the time being, is the distribution of the Patriotic Fund. Consider the position of that Committee. The members are the un-bonded executors of an important public trust. Such a confidence in the implied honesty of purpose and action of several men has never before been known in the history of any community. Then guard most carefully that confidence. Once a suspicion of insecurity gets about, such as that your Committee is less than careful, and your next campaign will be beset with difficulties.

Let there be the fullest confidence between your administrative officer and his committee. Acquaint the committee with every detail it will absorb, and for this reason. You would not have the members go out on the street and plead ignorance. Fundamentally, admission of ignorance spells incapacity. We are working for the future, may need more money. We have to ask for it, and being able and willing to give a succinct and convincing account of your stewardship is the best possible propeller you can have to aid in coaxing and inveigling further funds from the public.

As to the records. An accounting system is absolutely necessary. There must be an account of stewardship. First, that your constituency may have confidence. Next, that your Head Office may have cognizance of what the branch is doing. Third, to stand off recrimination and expostulation. The system should be wisely framed to suit the needs of the particular branch, just as house-keeping necessities are adapted to individual families, simple, accurate and explicit, such as would take care of a pay list in a manufactory. The pay sheet is made up, payments made and the slate wiped off once each month. Have as few left-overs as possible. We think that for a branch of two hundred and over up to a not unreasonable number that the system used at Peterborough is about right. I have a copy of our lists, and some examples of the system, but an analysis of these at this moment is not practicable. The idea is to facilitate rapid accurate work, to keep down expense of administration and yet to have a permanent record. Who can tell the use of the Patriotic Fund records in future years. Law-suits may be decided or disputes adjusted on the basis of what has been recorded.

Have as little as possible of one-man power. No one has any right to attempt to carry around in his head facts and details that should be on paper for the reference of any one. If the administration change, there is too much of a jolt. Besides the one thing that promotes a feeling of confidence in the administration is the ability to answer any question on the spot. It looks like business. The enquirer turns from the 'phone and remarks, "that office seems to know its work."

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Side by side with the operations of the committee have a thorough investigation of cases, both at time of application and afterwards. Take no one's word for granted. Get the facts. Your allowance may differ to some extent after you are seized of some conditions not mentioned by the applicant. Beware of the half-truth. If all cases were straight it would be smooth sailing. So much is often held back, possibly with the object of influencing a more favorable allowance, that the only way, and the easiest way is to investigate. On the absolute facts let the committee decide.

As to allowances, a much debated point. The Head Office gives to the branches a suggestive schedule. With all deference to the rulings of the Head Office we have, at Peterborough, cut adrift from the moorings. We administer and allot on the basis of the income or earnings of the family at time of enlistment, its needs and condition after, with large consideration of the service the man who is enlisting is going to do for us. If money be called a recompense for service we will see that it is met. I may say without hesitation that not one family on our lists but is in much better condition now than before. We have had a very large enlistment of married men, influenced, so their wives tell me, by the favorable outlook for the family. Our last registration number is carrying us up to nearly seven hundred families. We seem to be giving satisfaction, for out of two hundred and twelve recent enlistments I have not heard one word of remonstrance or objection. Our average for the month of March is just \$12.00 and April \$11.84 per family. Our public think, and tell us that we are generous. Judicious, thoughtful and considerate pruning may save a branch an expenditure of hundreds of dollars per month. On a year's business the aggregate may reach a large sum.

Have the beneficiaries come to the office, or to the distributor for allowances. Then touch is kept up with all. Those in the country, will receive by mail. Seeing these people there is opportunity to confer, to mention things brought to attention, to remonstrate with those who are giving a black-eye to the Fund by reckless expenditure. To urge them to pay their debts. To economize, to hold something for the coming home of the husband. And it helps to close up the business of the month promptly. There is, of course, the saving of postage and stationery, etc.

I need scarcely urge on the branch vigilance, that no one to use a common phrase, "puts anything over on you." Be sure if such be the case the news will travel. One beneficiary will tell another that the office is easy, that such and such was had by a little cajoling or possibly by a stretching of facts. Then the importunity will go on from others. Maintain your discipline. Be as reasonably sure as a searching investigation of facts can make you, decide and then

stick to it. Except in case of a positive injustice, then re-consider.

A part of the education of the branch is a fair familiarity with the established military regulations as concerning assigned pay, separation allowance, disablement allowances, pensions, field and subsistence pay, and all the other detail of military rule. The enlisted man seems to think that a sort of guardian angel is hovering over the territory keeping a beneficent eye on things. As a rule he is utterly careless, knows nothing of the essential things and can tell his wife less. So she comes to the office to be posted. Takes it out of him afterwards, for his inattention, so some of them tell me for the husband verified the lady's declaration. Read up. Follow the changes, it will all make for a better distribution of the Fund.

I would suggest the centralizing of the county distribution as much as possible. It will make for economy. The smaller the branch the more vulnerable it is to friendly persistence. In our county we have lately assumed the distribution for all and taken over the branches.

At one of the smaller branches, the man doing the distribution, a doctor of fifty years' practice, said, "we are too close to these people to handle the money in a business way. I brought most of them into the world. I have seen their fathers and mothers out of it. We know too much of their circumstances, affections, often shiftlessness and incapacity in civil life. We are appealed to on grounds of sympathy. I don't like it, Take the responsibility away from us."

Have fewer branches but secure, at all points, the services of some one or two to investigate and report on and to verify. That is nearly all that is necessary to secure good, fair work and to avoid duplication, or imposition.

#### *The Kindred Activities.*

What will this mean? That the activity of the Fund administration is to catch hold and lift where a chance shows that lifting will help in the general scheme of War work. Assuredly so. We are all, I hope, helping in Red Cross, Shirts and Socks, Belgium Relief and a half-score of other objects. All good, commendable and sane. The Patriotic Fund should preach the gospel of helpfulness, for we only live by our works. The last thing we might say is, to any movement, "it is none of our business." This is War time. In helping others we are none the poorer. Success lives on activity.

Right into your hands comes the Soldiers' Aid movement. Our branch has taken in this work as its own, so far as real service is concerned. There is a separate organization, but the details are

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all handled by the Patriotic Fund office. Just consider. You have helped to send out the man to service, looked after his wife and family while away, and back he comes, more or less disabled. It is the sequel to the first.

No movement makes for cheerful recruiting more than one that helps the returned disabled man to a livelihood. Not doing it in a condescending way but one whole-hearted and cheerful. Not as a dole or a function to be gotten out of hand with as little effort as possible. Get the returned man pleased and you have eliminated one of the anxieties of the man thinking to enlist as to his future should he return less than efficient to earn a living. We have now placed in agreeable surroundings and good positions over 80 per cent of the men so far returned as disabled but fit to work. Close and daily touch is kept with these men. If one place does not entirely suit another is found. The cost, so far, has been \$3.85.

A detail that seems to have been thrown or wished on the Patriotic Fund at points, is that of dealing with cases of held-over Separation Allowances. We call these disputed cases, such are referred to us by the Department at Ottawa with a request for a report. At times so many as three or four in one mail. Why they are forwarded I do not know and have never asked. It is sufficient to get to work and get the report, to the end that you are assisting the woman to get the allowance or hindering one that should not be allowed. The obvious thing to do is to do it. If I have suggested that the distributing officer bottle up his sympathy in the matter of allowances, here is something in which it can have full play. All this makes to the end we are striking for, to fill up the battalions that the 500,000 from Canada may be on the field. The next best enlisting agent—to the satisfied returned disabled man is the wife who tells, or the mother who says to the woman next door, "get your husband or son into the ranks. They are doing everything they can for me. And the proud proclaim of the woman who writes to her husband, "John, I'm all right. They have fixed up my Separation Allowance, I get the assigned pay and the Patriotic Fund is as regular as the day. Mary is at school again, and do you know, I hav'n't had to go out washing since you left."

## ADDRESS.

DISTRICT ORGANIZATION:—By Mr. Justice Livingstone, Welland County Branch.

After the interesting paper that you have just listened to I feel that the ground has been covered to some extent, and I must apologize for not having reduced my remarks to writing. It might have been better to have done so. I don't propose, however, to take up very much of your time, and I notice that I am on the programme merely, as it were, to introduce the discussion. Since Sir Herbert Ames has been good enough to speak so highly of our own organization, I thought perhaps you would pardon me if I gave you a short history of it, as you may possibly find some points about it that might be useful.

Now, the County of Welland, according to the last census report has a population of something over 42,000. Included in that is the City of Niagara Falls with a population of a little over 9,000. The City of Niagara Falls until recently absolutely declined to co-operate with the Canadian Patriotic Fund. They had an organization of their own and carried things in a way they thought would suit them, raising a small amount of money. They went to the County Council afterwards. They now have an organization which is a branch. I am happy to report that as a result of a campaign a few months ago they realized something over \$60,000.

Taking the City of Niagara Falls out of the County of Welland leaves a population of 32,000 people. For the year 1915 the result of our efforts was that we raised \$15,000 in cash. First let me say that the result this year has been much more gratifying. This year in the town of Welland alone our campaign has resulted in subscriptions exceeding \$58,000, and the subscription throughout the whole County will exceed \$100,000 by quite a considerable sum. By the time we close our books at the end of the year we will have raised a considerable sum over three mills.

No organization is of any avail unless you have got men back of it who are enthusiastic, who are good workers and willing to give plenty of time. Without that any organization will fail. We carried on our organization in this way: First, we called together a County Meeting. We invited to that meeting the Reeves of all the Municipalities in the County, the leading men and anyone else who desired to come. We formed a County Association, and adopted the constitution recommended by Sir Herbert Ames and affiliated with the Ottawa National Fund. Then, having formed that County Organization, we formed two Committees; one was the Finance Committee and the other the Relief Committee. The duties of the



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Finance Committee were to see that campaigns were conducted, subscriptions obtained and the help of the Municipality sought. The duties of the Relief Committee were to examine and pass on all the claims that arose within the County. Then the Finance Committee went to work, and suppose we were going to a Township with a view to conducting a campaign we would say, "Gentlemen, we want so much money from your Township." You cannot conduct a campaign in the country the same as in the towns and cities. In the towns and cities in my county our campaign was conducted in the way with which you are familiar, and it was quite successful, remarkably successful, but in the townships such methods were not successful. In a township from which we would expect some \$3,000, we wouldn't get more than five or six hundred. I am speaking of last year. I don't regret any of the efforts which we made, for this reason: they were ashamed of the figures. When we went back this year they were perfectly willing to raise it. They are raising it in almost every case by means of taxation. So we had better adapt our methods to the locality. The voluntary system is all right in some localities, and the taxation system in others.

We got our organization together at the early part of this year, at the time of the meeting of the County Council. We appointed a Committee to consider the ways and means of raising funds for the incoming year, and bring in a report. Each Municipality knew what was expected. The result is \$100,000.

But that is not the only side of the County Organization. The Relief Committee especially is a most helpful thing. This Committee meets once a month. We ask the local organization of the various municipalities and sub-divisions to send in the claims to the Relief Committee. We have an officer who is the Secretary of this Committee, and all these claims come to him. We ask the local Committee to first consider and recommend them; then they come to the County Committee who deals with them from month to month. New claims are always read and considered carefully, and then dealt with when they are passed upon. The Treasurer makes out a cheque, and this cheque is either delivered by the Secretary of the Relief Committee, to those in close touch, or sent out to the various municipalities to the local organizations to be delivered. In any case we make an effort to have a personal delivery of the cheque, in order to check up the payment of the money at the time it is disbursed. We find that system works very satisfactorily in every direction.

As often as possible we publish a complete statement of our operations for the month. We keep that before the public as well as we can through the newspapers and every other way, and everybody seems to be contented, whereas a year ago there was a great deal of criticism and a great deal of fault was found. That condition

has practically passed away. Everybody seems to realize the necessity of contributing either one way or the other, there is no difficulty and criticism has practically ceased.

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MORNING OF MAY 17TH.

TOPIC—*Eligibility for Assistance. Who are entitled to receive help from the Fund:*—Introduced by Mr. John Watt, Toronto.

The discussion was opened by Mr. John Watt of Toronto, who confined his remarks to the problem presented by the childless wife of recent marriage, living at home or boarding. Mr. Watt claimed that, in the opinion of the Toronto Committee, it was inexpedient that grants should be made to this class of dependent, as the Government allowances, amounting to \$35.00 per month at least, were in nearly every case sufficient for all reasonable needs. The views of Mr. Watt were strongly supported by Miss Katherine O'Brien, also of Toronto, who claimed that such women were wasting too much of their time at moving picture theatres or in the streets, and that as a result the domestic servant problem has become acute.

These opinions were opposed by several delegates, Mr. Hugh Nickle, of Kingston, stating that for his part he did not see why, when a man slipped into khaki, his wife should be expected to become a charwoman. The question was ultimately referred to a sub-committee which met in the evening of the next day and presented the following resolution:—

“That all childless wives, married before enlistment, and where they have complied with the requirements of the Fund, be entitled to an allowance of \$5.00 per month.”

Mr. J. B. Urquhart of New Liskeard, speaking of non-mobilized men claimed that the Fund was discriminating between men living in their own homes and men billeted in lodgings at a distance from their families. It was pointed out by Sir Herbert Ames that one of the essential grounds for assistance was absence from home. The family of a man not living at home only draws \$35.00 per month and is in the same condition financially as the family of a man gone overseas. Therefore it deserves and must receive assistance. This view appeared to meet with general approval.

A third question of importance was that relating to post-enlistment marriages. It seemed to be the general experience of delegates

that permission to marry after enlistment was not difficult to obtain and that consequently the number of childless wives on the Fund was in that way considerably augmented. This problem was also submitted to the sub-committee which brought in the following resolution:—

“That no post-enlistment wives be assisted unless the wife is an expectant mother; that while an expectant mother, she be treated as a childless wife, married before enlistment, and when the child is born she be treated as a mother married before enlistment.”

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#### THE DETERMINATION OF ASSISTANCE.

PAPER—*How much should be given by the Fund.*—By Mr. W. H. Lovering, Hamilton.

On behalf of the Hamilton & Wentworth Branch I wish to express my appreciation of the honor conferred on us by having been favored with an invitation from our esteemed Honorary Secretary to introduce for discussion, to this representative Conference, this Topic of “How much should be given to those who are eligible.” From a pecuniary point of view, to perhaps the majority of people, donors and recipients alike, this is the chief interest, and the one productive of the most of the doubts and consequent troubles of the Relief Committees of the various branches.

While there may be doubts as to the eligibility of certain persons for participation in the Fund, the Act of Incorporation of the Fund, and the rulings of the National Executive are sufficient in the great majority of cases, to allow of a prompt and satisfactory decision by most of the Relief Committees, but when the question of budgeting the case is reached, we have to consider many features, the prevailing budget scale of the Fund dealing with it, the size, ages, earnings and health of the family, its fixed assets and liabilities in some cases, its position when the soldier was at home, and the character of the people themselves.

I had the privilege to aid in the disbursing of our local South African War Fund fortunately maintained intact for the benefit of the wives of British Reservists, who, in the early days of August, 1914, following a period of industrial quiet, found themselves on the departure on short notice of their soldier husbands, in dire need, and I had occasion then to come into close personal contact with those who I feel free to say, displayed the greatest appreciation of sacrifice,

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of all those wives and mothers it has been the good fortune and the privilege of our Fund to assist, and I wish to here testify that of all classes with whom I have dealt in my continuous experience of nearly twenty months, the Reservist's wife has been the least complaining, the most appreciative, the most thrifty and best conducted. Perhaps that fact is attributable to the nationality of the majority of these in our care, for the Scotch predominance of Hamilton's population drew together the men of that quick responding thrifty race. This early connection with a Fund that was of necessity, owing to the general uncertainty of all things pertaining to the War at that time, disbursed in an unsystematic manner and with regard only to the immediate and actual needs of the various applicants, while it may have in a sense warped my judgment as to the desirability of being "lavish" with our funds, made me appreciate the great desirability of introducing into the administration of the Fund the "personal element" of taking away from it the taint, of "charity" of having our dealings directly with those whom it may be our duty to assist, or who may claim assistance, and of being able to assure like treatment to all cases of similar conditions. I have always found that a minute's time given to a complainant gave more satisfaction, instilled more confidence in our good intentions, settled more vexed questions, than all our circulars and newspaper notices could possibly effect. I have tried to act on that principle, it means work, it means time, but it pays. Montreal has Col. Clarence Smith and Toronto has the good fortune to possess in its Honorary Secretary Mr. W. C. Noxon, a man who has this idea and acts on it, and who has inspired me in my own work by his earnest personal, constant sacrificing interest in the numerous cases they have to consider. The public knows absolutely nothing, cannot possibly appreciate the work done by Col. Smith, Mr. Noxon and others nor the wide-reaching effect financially and morally of their work. This personal contact shows more than anything else the need for fairness and uniformity of dealing with the recipients paid from the Fund.

I early found that many branches did not have the good fortune to possess a Col. Smith or a Mr. Noxon, that the process of budgeting cases was very much a matter of form, with a consequent extravagance in allowances which promised to do and has done, much harm by its disregard of the chief reason for the formation of the Fund, "the assistance *in case of need* of the wives, children and dependent relatives of officers and men, residents of Canada—on active service"—and by overlooking the requirement as a condition precedent to eligibility, that the applicant be recognized as in need *as a direct result of enlistment*. If the family or parent would not be in need were there no Patriotic Fund there is no valid claim on the Fund. What is to be provided is a reasonable degree of comfort

where pay, separation allowance and other resources do not provide this.

With a want of uniformity, the off-times incorrect statements by recruiting officers, and the neglect of regular revision of cases, the Fund undoubtedly suffered much loss and endless anxiety is caused to the soldier, his dependents and to many painstaking Relief Committees.

The early instructions of the National Executive gave a wide scope to that Committee, which perhaps with the best of intentions decided to follow those instructions literally. In the eastern Provinces the requirement of a monthly income of \$30.00 apart from Assigned Pay by a wife with or without children was generally conceded, but many funds paid in respect of children of varying ages, and where more than one of each class the maximum amount for each child irrespective of the total. Notwithstanding the subsequent rulings and advice of the National Executive to pay the maximum for only one of each class, many branches continued these methods, but many more took advantage of the privilege of the individual committees to deal with cases without any general conformation to the budget scale. By means of the literature of the Canadian Patriotic Fund and the ever available sources of information at the Head Office we should all be cognizant of the present scale as approved by the National Executive and adhere to it generally.

The question to be discussed under this Topic head will bring out the ideas of this meeting as to the desirability of uniformity in such scale as it may be eventually agreed on. From my experience I say positively that uniformity in the scale of assistance is both possible and desirable. Those of you who meet dependents, who deal with many transferred dependents, will better appreciate my viewpoint. I find it always easy to satisfy a complainant with an argument or a statement that cannot be shattered by the answer, "Well Mrs. 'A' is not so dealt with and is in similar circumstances." This possibility of comparison by wives, this discrimination without apparent reason is to be avoided if only for the peace of mind of the Relief Committee. Once eligibility is admitted, there should be some common uniform figure at which the applicant and her children should come on the Fund, some definite sum of which she might be assured. Fix your scale of assistance, increase it or lower it, *but do let us agree to abide by it when it is fixed.* Personally I am in favor of a reduction in the scale of assistance, but this is possible only with a uniform scale. We are all affiliated with the Canadian Patriotic Fund; it is a National not a local Fund and we should act on it and accept given conditions in a uniform manner. Neither uniformity nor reduction in the scale can in any way affect the question of the "undeserving" or "unworthy" applicant. A full

measure of autonomy is granted to individual Funds. It is for the local Fund to decide these questions and once decided against the applicant, or the existing recipient the scale no longer applies, and the particular conditions should be considered in the ultimate decision of the Relief or Budgeting Committee. The bad character or misconduct of a recipient once ascertained by investigation and confirmed, relieves the Committee from any obligation whatever in the case.

This has been the attitude of my Committee, and the results have shown again, that personal interest, uniform allowances to the admittedly entitled dependents, repeated investigation and revision pays. It saves the Fund, it restrains many from ill-conduct and it brings many who have erred to a realization of the need for rectitude. The very fact of the continuance of interest evidenced by the visiting necessary to these revisions has an undoubtedly good effect.

Already our branches are practically unanimous in the method of dealing with:—

- (1.) Childless wives. \$5.00 if married before enlistment.
- (2.) Post-enlistment wives, nothing while childless.
- (3.) Wives with children. \$10.00 a month.

The chief questions of difference appear to be in dealing with:—

- (1.) Post-enlistment wives when a child is born.
- (2.) Children.
- (3.) Dependent mothers.
- (4.) Women who work.

#### *Post-Enlistment wives when child is born.*

As to the first of these I think given a good character, a reasonable acquaintance, compliance with the military requirements and the apparent intention to create a home, such a woman notwithstanding marriage after enlistment, should, on the birth of a child, be placed in the same class as other women with children.

#### *Children.*

(2.) For a long time we have made allowances to children at a monthly scale of \$7, \$4, and \$3, practically the National Executive scale, for the several grades, and by uniformity in this we have had practically no complaints. Montreal has as you know in cases of three or more children fixed a scale of \$6, \$3, and \$2, for the various grades respectively and this scale varied in the second class viz: \$6, \$4, and \$2, might I think readily be extended to all children ir-

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respective of number subject to a maximum of \$30.00, or better still of \$25.00, if a later suggestion to reduce the scale for wives with children to \$5.00 be adopted.

This should be possible now notwithstanding the increased cost of the necessities of life, for it must be remembered that the man enlisting to-day, has in the majority of cases been in fairly steady employment for many months, and his family should be free of the burden of debt so generally in evidence in the early contingents.

#### *Mothers.*

(3.) The dependent widowed mother of an only unmarried son, should be treated as a wife, but proof of dependence should be undoubted. Other widowed mothers are entitled only to the amount ordinarily contributed by the son, less the cost of his board and clothing and any pocket money, where this net sum is more than the Assigned Pay and Separation Allowance, if she be in receipt of the latter, but where there are other members of the family who are, or should be contributing, their contributions must be taken into consideration.

Where a father is living but incapacitated, careful investigation is necessary, and if it be proved that the father is another dependent his needs must be considered, but in these cases, more than in any other do we realize the need for particularity in investigation, for constant revision and consideration of conditions. In no cases are more mis-statements made by the applicants, and consequently in no cases is the need of confirmation more desirable, and this applies to claims on behalf of other relatives said to be dependent on the enlisted man.

#### *Working Wives.*

(4.) As to women entitled to come on the Fund, who are in employment, or who afterwards seek employment we have not taken any action to discourage women going into domestic service unless it be by so doing she in some way neglects her family. In fact we have in many cases encouraged the continuance in domestic service or other work, and have encouraged the taking up of work of some of the women entitled to receive assistance from our Fund. The question, however, has of late been looming rather large. Each case must really be treated individually, but I think the general principle should be that women with young children should be encouraged to stay at home when they are drawing Separation Allowance, Assigned Pay and Fund money for we must consider the claims of the children on the mother. Women with grown children who do

occasional work, and who are continuing that work with a view to saving money for any purpose, should be encouraged, and no difference made in their budgeting scale, especially if they had been working previous to the War. Women who take permanent work by the week or month are nearly always those who have no young children dependent on them, and it will generally be found that where these women are in receipt of a reasonable wage they will not expect from the Fund. As they are working for the financial benefit to be received, the loss of \$5.00 or \$10.00 a month will not in any way affect their decision. There are no doubt in every community, complaints that it is impossible to get women to do housework or to take domestic service, and subscribers to the Fund often blame the Fund for this. As a matter of fact many of the women who had to work, owing to their husband's intemperance, or lack of work, are now receiving a regular income, and very deservedly are having a period of rest to devote to themselves and their families. Wives without children who used to work and refuse now to work are in receipt of sufficient funds from Separation Allowance and Assigned Pay to make them practically independent. The Fund nowhere gives these women any great recognition and should not be subject to the blame that is so generally given, by reason of their action in the matter. There are many angles to this question of giving full allowances to women who are working full time, these, no doubt, will be discussed at another time, but it is a subject on which there might well be some definite decision made by this Conference.

It has been my experience that since the reduction in the allowance of childless wives, this class find difficulty in understanding the continuance of the early allowance to a wife with children and really there is no very good reason to advance. Often the childless wife's expenses are increased by the loss of the soldier's services to a greater degree than those of a wife with children of an age to assist, and as all wives are treated equally in the matter of Separation Allowance and most wives are now receiving more than \$15.00 Assigned Pay I would submit that it is only reasonable that all wives entitled to allowances receive not more than \$5.00. This then, will allow of fixing the family maximum at \$25.00 and will also further aid in creating uniformity.

This matter of investigation brings up the desirability of paid assistance, but it may not here be amiss to say, that my experience has demonstrated the value of continuous investigation, and that any expense in that respect more than repays any necessary outlay.

In announcing the subject introduced by Mr. Lovering as open for discussion, the Chairman impressed upon the delegates the importance of remembering the possible effect on recruiting if a policy of economy, as suggested by Mr. Lovering, were introduced.



Mr. McDowell, of Lindsay, stated that he had endeavoured to estimate the earnings of the bread-winners of the 181 families on the books of the Victoria & Haliburton branch. He considered that the average civilian earnings of each man, working full time, would amount to \$46.80 per month and stated that these men and their families now drew, from all sources, an average of \$69.00 a month, in addition to the board, lodging and clothing of the man himself.

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DELEGATE: (name and town unreported)

“Mr. Lovering’s address I am sure conveyed to you who are familiar with this work the fact that he is a conscientious, earnest worker. His logic is sound. It is the outcome of experience. It is dealing with two broad questions; Will it be better for the administration, for the raising of money, that there should be a uniform scale adopted throughout the Province, and then the other point—will that scale be reduced? These two points touch first, the donors of this Fund; secondly, the persons entitled to receive it; thirdly, they touch the recruiting element; and fourthly, the administration.

This is an exchange of views, gentlemen. Out of this reciprocity of ideas, perhaps, something may be formed of advantage and benefit. I think, after nearly two years of experience, we should find some way of improving our methods.

I think we all admit that we can count that, at least 50, perhaps 75 per cent of the channels of the Fund are institutional or municipal—that the Fund tends more to the municipal than to the personal. It is quite possible that the duration of this War will make it absolutely necessary for an appeal to the country in 1917, and I think if I read the signs of the times the appeal will be made through taxation. The Hon. Mr. McGarry last night clearly intimated that this Province was ready to respond to such appeal.

The burden has been carried so long by the willing that I think it is about time that another method was put into force. I think the general tendency is towards the municipal. Therefore, you can depend that, when this War is over, a personal criticism is not likely to occur, even if the Fund stood as it is. The individual interest of a giver is not sufficient to raise a serious question, but the minute it becomes institutional or municipal their action is on behalf of the whole. Therefore, if there be a criticism or a test of the administration of this Fund, it will be after the War is over and, as far as I can see, on three grounds:—First, honesty of administration; second, economy; thirdly, fairness of distribution. Therefore, would it seem reasonable if we would say to the donor in any particular

community, "We are a local organization, and distribute the funds in a manner that it averages a couple of dollars more than is paid in some other locality." Will he be any the more generous? Or if we go and say, "We have been able to reduce the average that is paid to similar people elsewhere," Will he act more generously and liberally? If we say "Gentlemen, after a year and a half of administration we find we cannot make a uniform scale." Will he respond? As far as my experience goes in discussing the campaign work, I find that I can appeal for money more definitely and with greater success on the ground of fairness, than on any other basis. Therefore, I say, will this idea of uniformity of scale prevent us getting money when we need it? I say it will not. It will assist us.

Secondly, will this uniform scale suit the dependents? What is their position? Have they any rights in this, or is it a charity? We are the trustees of this Fund for the donors, and I expect the donors will look upon us to be fair and equitable. Does it seem reasonable for that woman who lives in Montreal to receive one amount, move to Ottawa and receive a different amount, come to Toronto and receive a different amount and then move to Hamilton and get another? It does not seem reasonable. She should be told that when she becomes eligible for this Fund, no matter where she lives in this Province, she will receive the same amount. The woman is eligible for this Fund when she has no other income than that derived from the support of her husband as a soldier. The only thing that disqualifies here is her character. If she does not use what is given to her properly she is dealt with accordingly, but she should first be given an opportunity that a decent living will raise her morally and physically. The question of need to this woman, is explained. That is, the technical phrase used, a scale of comfortable living represented in dollars and cents. The whole secret of eligibility rests upon the character, or the reliability. The whole responsibility of our administration rests upon the investigation and how we can rely upon it. If, therefore, that woman received an allowance, but subsequently does not use it in the way she should, she is dealt with accordingly. It is up to the Patriotic Fund, if they are going to have any social or moral effect by the administration of that Fund, to see that the woman first has a chance to show how she will use the money. There is also this point to be considered; if we are doing what is right and square then the donor who knows her particular case judges the Association by what she tells him. Nearly every donor knows some person receiving the money, and if he is at all familiar with them they generally go to him with a complaint. If she says "They are treating me right" or if she says "Here is a neighbor better cared for than I" that man judges the administration by what he understands. Therefore, the more

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satisfaction we can give the recipients of this Fund so much the better.

Now, we have given a pledge to the man who has gone that we will see that his family receives a comfortable living. He goes away and they are receiving a certain grant. How can we alter that scale? We can only do it by uniform action throughout the country, and by convincing that man, that not only in his own interest, but in the interest of all it is made, and it is made the same everywhere. Every man who has had anything to do with the administration of the Fund has had letters from the Front asking why it is that the wife of one man in another section of the community receives a different amount from his wife. I do not know anything that would satisfy the party receiving the money more than an absolutely fair, uniform scale throughout. That scale may be subject to criticism in this respect, that it costs more to live in large centres than in others. Supposing in Montreal and Ottawa they have a maximum scale, with a percentage reduction, so that every county, village and town uses the same scale, and the same percentage of reduction, it brings them all into harmony, that percentage being easily understood. It does away with the idea of having different ideas, or different necessities, in any particular place.

Now as regards administration. I have been listening to the discussions yesterday and this morning, and it is my opinion that there has been hardly a point raised of all these different points that would not be covered by uniformity of action. The discretionary element is too broad—not definite enough. I don't care what the amount is that is paid to these people. That is not the point with me; it is that I can safely say it has been done the same everywhere else.

Now then, with regard to reduction. If there be a criticism of the Fund at all it is that we have been paying too much, and, generally speaking, I think we are, but the question is how to reduce that. I can think of no better way than by making the reduction uniform all over. That is a question that might be left to a committee, to draw up the scale and see what it means. If we have to preserve our Fund, there is no more reasonable way than by some reasonable reduction in the general scale where it is thought advisable. Even if that were not done for the whole twelve months, it would certainly be justified for the summer months. A very large amount of money, more than I can mention, would be saved this Fund, without cramping the needs of those dependent on it, as they can probably get along with less during the summer months. I am throwing out these remarks as an exchange of views."

The proposal to put into force a uniform scale of assistance was strongly supported by Dr. T. E. Kaiser of Oshawa, but was opposed by Mr. David Williams of Collingwood. Mr. Williams claimed that the adoption of a uniform scale would mean a reduction in many allowances and a consequent breach of faith with the men who have already gone across. Speaking on the subject, Sir Herbert Ames said, in part:—

Our instructions read this way:—"Where living is less expensive than in Montreal, Toronto and other large cities the scale should be somewhat lower." That has been our practice so far. We say to a little rural town where rents are low and provisions are comparatively cheap, "If you get \$40.00 in your town, will it not buy as much as \$50 in Toronto and, if it will, we want to put the family in your town in exactly the same degree of comfort as a corresponding family would be in Toronto. If you are going to spend \$50 in your town, then your family is going to live much better than the family in Toronto. We realize too, that the North Country has also a much higher scale of living than the central part of Ontario." You will see that if you should say to the entire North Country "You must come down to an absolute fixed scale" it would really create a considerable hardship, in Winter especially. On the other hand if you say to every one of these small country places "You must come up to the maximum fixed scale," it will be a serious matter.

We want to put it on the honour of every committee "If in your community they can live comfortably on a little less, save the Fund to that extent. If, in your opinion in certain cases that should be increased, we will permit you to do so under exceptional circumstances."

This was the third matter to be submitted to the sub-committee whose finding was:—

"That a uniform scale throughout Eastern Canada is impracticable, but the Central Executive maximum allowance to dependents be not exceeded by any branch; and that the Central Executive be urged to obtain uniformity in the scale of grants by neighboring committees similarly situated."

“COMPULSORY SAVINGS” AND “DISCIPLINARY MEASURES.”

By Mr. H. T. Watt, Brantford.

Mr. President, Sir Herbert, Ladies and Gentlemen:

In opening my remarks, I wish to express my appreciation for the honor which has been conferred upon me, in that I have been requested to open the discussion under the caption of “Compulsory Savings” and “Disciplinary Measures,” both of which policies have been adopted with considerable success in Brantford Branch of the Fund.

At the outset I would like to explain that these terms are purely descriptive, and you will understand they are not used in our dealings with the soldiers' wives and families.

The two policies are closely allied in their operation. By insisting upon the saving of a part of the money which is being received by the soldier's wife, we are at once placed in full possession of detailed information regarding their financial position, and by insisting upon payment of the debts we place the soldier's wife in a position to save her money as she goes.

In Brantford Branch, as I presume in all other branches, full information is taken from the soldier's wife when she applies, with regard to her financial obligations, such as mortgages on her home, life insurance and any debts which may have been incurred through no fault of her own, up-until the time she goes on the Fund. We take a statement of any debts which are reported and ask the soldier's wife to sign the form which I now read to you.

To the Executive Committee, Canadian Patriotic Fund, Brantford, Ontario.

Dear Sirs:—

You are hereby requested and authorized to make deductions from time to time from allowances which may be due to me from the Fund and use the same to apply on payment of debts which I have incurred and details of which are given on the reverse of this document.

In giving this authority I understand that any action taken by the Executive Committee of the Canadian Patriotic Fund will be entirely voluntary and without obligation of any kind on their part,

other than the distributing of the deductions made in the manner which shall appear most expedient to them.

Signature.....Address.....Date.....

In some cases it is requested that they be allowed to clean up their own debts, and receive their full allowance for a time. In a large number of cases, however, they are glad to be relieved of the trouble of settling with their creditors, and allow us to do this for them direct. In cases where we are requested to make full payment of the allowance with the understanding that debts may be paid up as quickly as possible by the soldier's wife herself, we give this a trial for a month or two and if a sincere effort is made to clean up the debts we continue until they are straightened out by the soldier's wife, otherwise we take the matter into our own hands, and make whatever deductions we think the woman can reasonably spare, and clean up the debts ourselves.

In following this policy, we make it apply only to debts which have been incurred up to the time the soldier's wife goes on the Fund. It is conceded that when the soldier's wife is in receipt of the Government Separation Allowance, Assigned Pay and Patriotic Allowance, she has ample money to pay her way as she goes, and any debts incurred after she is in receipt of these monies are not recognized by our Executive Committee. We made our position in this matter clear to the merchants and tradesmen in Brantford by means of a circular letter.

*Soldiers' Wives' Accounts.*

Brantford, April 20, 1916.

Dear Sir:—

As you are perhaps aware the Patriotic Fund endeavours to assist Soldiers' Wives who have got behind in their accounts with the merchants, through no fault of their own, to straighten up such debts, as soon as they come on the Fund.

We wish to bring strongly to your attention that such action refers solely to debts incurred up to the time the Soldier's wife comes on the Patriotic Fund.

The money received by the Soldiers' Wives is ample to enable them to pay their way as they go, and any who extend credit to them must expect to collect such accounts from them direct.

In sending out this communication there is no intention of reflecting discredit on the Soldiers' Wives, nor of criticising or making suggestions as to the manner in which the business men of the City should conduct their dealings with them, but simply to point out that when the Soldiers' Wives are in receipt of Government

grant, Husband's pay and Patriotic allowance, the Patriotic Fund will not recognize new debts incurred, nor make deductions from Patriotic allowances to provide for them.

Yours truly,

For the Committee,  
JOHN H. SPENCE, Chairman.  
H. T. WATT, Sec.-Treas.

In cases where soldiers' wives continue to misuse the Patriotic allowances, and do not pay their legitimate debts, we stop the Patriotic allowance to them entirely. We take the stand that it is not fair to subscribers to pay money to persons who are not making the proper use of it. When we discover such a case, we have one of our lady visitors make a special investigation and have a straight talk with the woman, and give her to understand that if conditions do not improve, her allowance will be stopped.

Failing any signs of improvement, the allowance is stopped, and orders for what is necessary are given to trades people. The danger in such cases is that where there are children in these homes, they are liable to suffer from neglect. We have, however, received valuable assistance from the Children's Aid Society in straightening out such cases, and we are glad to say that these are few and far between in Brantford, and the large majority of the soldiers' wives are of the highest and best type.

With regard to the policy which we have followed in Brantford Branch of insisting that a proportion of the monies being received by the soldiers' wives should be saved against the rainy day or the return of the soldier, at the first we used several different means of persuading and encouraging the soldiers' wives to save the money themselves. We found, however, that this was meeting with indifferent success. We therefore went carefully over our list, and in cases where there were no debts showing and no reason why money should not be saved, and where it was not being saved, we made a small deduction and for that month instead of sending cheque for the full amount, we sent a cheque for the difference between the full amount allowed and the amount so deducted, and a form of deposit receipt was enclosed with the cheque, with a letter explaining what the Committee was endeavoring to do.

CANADIAN PATRIOTIC FUND  
(Brantford Branch)

Date ..... 191.....

Received from .....

the sum of ..... Dollars, \$.....

The above amount is held in a Trust Savings Bank Account until such time as in the judgment of the Executive Committee of the Brantford Branch of the Canadian Patriotic Fund it shall be deemed advisable to return the amount or any portion of it to the above mentioned Depositor.

W. T. WATT,  
Secretary-Treasurer.

Reference:

.....  
*NOTE.—Keep this Receipt. It must be returned when money is paid.*

This met with considerable opposition, as quite a number of the soldiers' wives were saving money and produced their bank books as evidence of this fact. It was at this point that we received the benefit of the policy so followed, in that all the soldiers' wives who had debts or obligations of any kind told us about them, and advanced them as arguments as to why we should not make deductions from their allowance, and place them in a Savings Account, and we were thus able to revise and bring up to date all our records.

In order to make the system effective it must apply to all cases. We therefore enlisted the co-operation of a number of our best soldiers' wives and explained the system to them. For example we said to Mrs. A. who we knew was doing her best to save her money, "Now, Mrs. A., we know that you are saving your money, but you know Mrs. B., who lives near you, and that she does not seem to realize the necessity of putting away some money month by month, so that she will have something for the rainy day, or when her husband comes back, and it seems hard for us to get her to do this. If you will allow us to place you on our list of those who are saving money, we will then be able to go to Mrs. B. and quote you and several others who are doing the same, and we can in that way do for her what we know will prove of great benefit to her later on."



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In this way, and in many other ways, and by exercising a great deal of patience, and spending a lot of time with the soldiers' wives, we gradually swung them all into line, and to-day on a list of 350 odd names, we have close to 300 of these with Savings Accounts.

The money is kept in a Trust Savings Account in the Bank, standing in the name of the Canadian Patriotic Fund. Separate Ledger and Cash Book are kept in our office. We give the soldiers' wives interest on this money at the same rate they would get in the Bank, and whenever they have extra expense or trouble of any kind, they come to us with their deposit receipts and if in our judgment they should have a portion of the money back they get it. This gives us control of the savings and has been the means of preventing them from being defrauded in a great many cases, where had they the money in Savings Accounts, there would have been the temptation to withdraw it for doubtful purposes.

We strongly recommend to the other branches of the Fund the two policies which I have described, and particularly the matter of insisting and if possible saving of money through the office of the Fund for the wives of the soldiers. I am strongly of the opinion that if this can be done as we are doing in Brantford, it will prove to be a very important factor in the solving of the problem of the returned soldier.

#### AFTERNOON OF MAY 17TH

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*Other Helpfulness.*—Introduced by Lt.-Col. Clarence F. Smith.

Mr. Chairman, on that question the Montreal Branch of the Patriotic Fund formed a Committee of the Ladies' Auxiliary under the Presidency of Miss Helen Reid which has done wonderful work ever since the beginning of the War. We have at the present time about 700 ladies; 650 of them are doing active work in the Montreal Branch; 150 of them are giving part of their time in the office and the balance of the ladies are visiting.

The City of Montreal is divided into 27 districts. Each of these districts has a ward head, and each of them has so many ladies working. We have a Patriotic Burial Fund, a Cemetery Lot, free storage for furniture, babies' outfits, a list of doctors, hospital information bureau, information about the Government allowance to soldiers and payments. We send out circulars regarding school questions. We give health talks to the children. We have three visiting housekeepers. We have sent out circulars regarding opening bank accounts and have been very successful,

and also have sent out circulars regarding life insurance, and have given out twenty school prizes, also given free aid. All this is done thoroughly, practically. The only cost to the Patriotic Fund is the printing of the small circulars that are sent out. We feel this should be brought to the attention of the Chairmen of the different Patriotic Funds in Canada, and should be carried out as much as it possibly could. We issued our annual statement about three months ago. We have about four or five hundred left and would be glad to send them out to the different branches.

Mr. G. W. Elliott, of Montreal, then read the following letter addressed to members of the Canadian Expeditionary Force by Miss Helen R. Y. Reid of the Montreal Branch:—

Dear Boys:—

I suppose I may call you this, for you are dear to us, not only because you are brothers, husbands or sweethearts, but also because of all you are doing "out there" to keep our honor spotless and to uphold the flag! And we at home are trying to do our "bit" too—for your sake, for your families' sake, and for Canada. May I tell you something of the work? We want you to feel that your families have a true friend in the Fund; in addition to the business side of the allowances made, we are here to protect their interests in your absence and to help them maintain high standards of health, education and conduct in their homes and neighborhood.

There are about 40,000 families up to date, who, have been getting allowances from the Fund in Canada, at a maximum rate of twenty dollars (\$20.00), and an average of sixteen dollars (\$16.00) a month. This allowance supplements the amounts received from the Separation Allowance and Assigned Pay. The average varies slightly in the different provinces, and in the country and city districts. Of course, if any of you unmarried men forget to put the assignment of pay through in favor of your mothers, sisters or other dependents, there may be distress or trouble at home, which is hard to overcome until we can reach you by mail, but we hope that this is not the case.

Any irregularity in the Government Separation Allowance we handle by correspondence with the Department of Militia and Defence in Ottawa, and as a result of our twenty months' work, we are not so ready to criticize or blame the Militia Department because of irregularities and delays in payment. The responsibility is divided between the department, the commanding officer, the regimental paymaster and the man himself. The regimental paymaster has to get his Assigned Pay lists and Separation Allowance cards up to Ottawa early and in good order. The men themselves are often careless in looking after the interests of those at home. Of course, a

married man's assignment goes through automatically, but there are still many sons who have omitted to assign part of their pay for their mothers. Now, unless the Fund has the guarantee of this assignment, we cannot make any allotment, so there is a double loss to the family.

The Fund in Montreal, through its 600 visitors and 150 office staff, tries to take the place to some extent of the man at the Front, and we are working from eight to ten hours a day to help the families over difficult times of trouble. You men are now escaping the delights of "moving." Last year we had 1,500 removals, and with the large increase in our Fund population, we expect to record a great many changes this May. We are proud to say that our cheques have never once been delayed in going out, and we have received many grateful letters because of this.

We have had 118 legal cases attended to for our women free of charge, and have protected them from the office several hundreds of times against unscrupulous creditors who have waited until the men were gone to come down on the women for back debts. We are trying to help the women to start bank accounts, and to keep up their insurance premiums, and we have a big loan account out each month to further this last purpose. Our Montreal doctors, hospitals and nurses give us splendid co-operation in safe-guarding the health of our soldiers' families. Attendance is not free, but the fees are reduced, and soldiers' families are usually given admission or treatment before the ordinary applicant. Maternity cases of soldiers' wives are now treated entirely free of charge at our maternity hospital, and the Daughters of the Empire and other kind friends keep us supplied with baby outfits to welcome the newcomers. It is Baden Powell who has urged us so eloquently to look after the health of our babies and children, as they are the soldiers and citizens of to-morrow. With this in view, we issue health and educational leaflets with our cheques each month, and have talks and demonstrations in the wards by doctors and nurses; and we also have two trained housekeepers working among the families who want to learn more about buying, cooking, dress-making, etc.

This month we distribute twenty money prizes among the children who bring us the best reports on school attendance, conduct and general progress. Most of the workers in the office and visitors in the wards are soldiers' wives and sisters, and many of the women on the Fund are also working for the Committee. We all have the same great bond of union, our men at the Front, and our duty at home!

These are some of the ways in which we women of the Montreal Patriotic Fund are helping to build up at home the nation which you are so bravely defending overseas. We are proud beyond words of

our Canadian boys, and even envious at times that you have the fighting chance denied to us. We want your trust and confidence as you have ours, and should occasion arise when you need our help, interest or good counsel, do not hesitate to write!

On behalf of the Montreal Patriotic Fund, its workers and its families, I send you a message of loving good cheer, and the assurance that we have your interests at heart in Montreal as you have ours with you at the Front!

We are on "home service" and yours to command!

(Signed) HELEN R. Y. REID,  
Convener of Auxiliary, Montreal Patriotic Fund.

Mr. C. A. Birge, of Hamilton, said in part:—

"We are not entering very much into the social elements of the work in connection with the Patriotic Fund in Hamilton, but are giving assistance to the families in the way of advice, and we have a burial plot for the burial of members of the families of those who die. We are giving legal advice. The Chairman of Relief is a legal man and he himself attends very largely to that matter. When they are sick we have a lady who does a great deal of work on that line, and in connection with Separation Allowance, we have an immense amount of correspondence with the Department at Ottawa."

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MR. WATT, (Toronto):—

"The Academy of Medicine is giving free attendance to all dependents of soldiers. Now, that is an enormous load on the younger practitioners, especially those working in the more congested districts. The higher-grade doctors do not feel it so much. The Academy of Medicine came to us and asked if we could assist them in some way, not in withdrawing from that position, but in enabling them to secure a certain amount of remuneration for the younger members. Dr. Anderson told us he knew of one doctor who had 15 maternity cases on his book, and that was a heavy load. We did arrange, with the consent of the dependents, that \$5.00 should be paid in such cases to the doctor, where there is not some serious reason where it should not be paid. There are five or six hundred doctors, giving their services free, and sixty or seventy druggists giving free medicine also."

Mr. Wright (Waterloo) stated that in both Berlin and Waterloo doctors gave their services free to all dependents on the Patriotic

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Fund, and Mr. C. B. Allan (St. John) described the work of the Ladies' Auxiliary in that city. Mr. Gill (Ottawa) mentioned the formation of a Ladies' Auxiliary and the inauguration of a complete visiting system in the capital while Mr. Dobbin (Peterborough) gave a comprehensive account of the supplementary work done by his Committee in Peterborough. Mr. Mitchell (Goderich), Mrs. Arthur Jackson (Gananoque), Mr. McKinnon (Sherbrooke) and Rev. Mr. Moore (St. Johns, P.Q.) also spoke on this subject, Mr. Moore especially referring to the absence of compulsory education in Quebec Province and the efforts made by his Committee to secure the adequate attendance at school of soldiers' children.

The following address on this phase of Patriotic Fund work by Sir Herbert Ames was then given.

"The general attitude which we have advised our branches to assume with reference to the soldiers' families is something like this. We feel that when the man went to the Front, he passed over his wife and his children to the Patriotic Fund, to hold for him in trust. We feel that we would not be doing our duty to the man who is at the Front if that woman and children when he came back, were on a lower scale even morally, physically or intellectually, than when he went away. We wouldn't be doing our whole duty towards the man if we didn't do everything we possibly could to make that home a proper home, to make the woman a better woman and the children a better and healthier class of children than when he left.

I don't think the duty of the Fund ends in sending a cheque each month. Money can be given in such a way as to do more harm than good, and you can demoralize a family so that when the soldier came back he wouldn't thank you for what you had done. So we aim at doing the best we can, either through one of these exceptional men, who is able to give at his office counsel and advice, or else by means of the Women's Auxiliary, who will do everything that they possibly can do to elevate that home. I do not think that we all appreciate the great opportunity the Fund is giving for uplift work in the Dominion of Canada. We can exert a tremendous influence in the home of almost every soldier who has gone to the Front. Anything that can be done without impatience, without intrusion, without making the woman in the home feel that you are enquiring into things that are not your business at all, I think can be undertaken by our branches, and in the year that is coming our branches will give that line of work a little more consideration than before. Think what it means to make a better home than it was when the man went away, think what it means to him to come home to find his home cleaner and sweeter. Think what it means when the woman says to him "I have been gradually learning to live up to a scale I have not had before; I want to live up to that scale in the future."

The man has left his family with us to do the very best we can for them. We also feel that these little children who are born to this soldier are an asset to the state, that they are hereafter going to be received by everybody in Canada for fifty years to come with particular consideration. The child of a soldier who has died, the child of a soldier who has been wounded, or the child of a soldier who has been at the Front will always have a little more claim on the people of every community, than the ordinary child. We want them to have every possible training, and to give them every chance to succeed. So let us do everything we can in the absence of the soldier to improve his home."

The applause which followed these remarks showed that the views of Sir Herbert were shared by all the delegates present.

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#### THE RETURNED SOLDIER.

A paper contributed by Mr. W. Fawcett Moore, the joint representative of the Fund and the Military Hospitals Commission at the Discharge Depot, Quebec, and dealing with the work of that Depot was then read. Immediately after the Conference, however, Mr. Moore reported that owing to an entire change in the system, his paper had become obsolete. To avoid misunderstanding and confusion it is therefore omitted from this report.

Mr. W. N. George then addressed the gathering on the subject of the Military Hospitals Commission. In speaking of the financial position of the man just returned from Europe, Mr. George said:—

"No matter how complete the arrangements are made for handling the question of the man's pay, there is always the danger of a break in the receipt of his pay and allowance after a man returns to Canada from Overseas. His account has previously been kept in England. His wife has had practically two pays out here—her Separation Allowance and her Assigned Pay. A man's account has to be transferred from England to Canada, and those accounts are consolidated. Then he goes on the pay-roll, as far as Toronto and other districts are concerned, of the Casualty Pay-Master in the Military District. There have been, and I am afraid there will be a great many instances of mistakes and errors and delays occurring, and during the time the soldier and his family have been and probably will continue to be in difficulties. Perhaps the Patriotic Fund would evolve some way, and give some instructions or discretion to the different branches, that would enable them to tide over that period for the returned man and his family.

An interesting account of the work of the Soldiers' Aid Commission of Ontario was then given by Mr. McPherson, an official of that body, who said:—

The Soldiers' Aid Commission was appointed by the Government in November last, and consisted of some nine or ten gentlemen in various parts of the Province. By virtue of being Chairman of that Commission, I also became ex-officio a member of the Military Hospital Commission.

I think now we have some 37 branches of the Soldiers' Aid Commission, and hope to be able through the acquaintances we make at this meeting to extend our agencies to other quarters, where we have now no direct representation.

When the returned soldiers come back, those of them who still require treatment go to a Convalescent Home, and it is only after their discharge from the Convalescent Home that they begin to come to us for the purpose of employment. As soon as they return to the Province we at once get into communication with them in any way we can, and invite them to come to see us and discuss anything that may be on their minds in order that they may make provision for the time of their discharge.

Later we get a notice from the officer at the Convalescent Home that on such and such a day so many men, giving their names will be discharged. If we have that in advance it enables us to get in touch with different enterprises where there will probably be a vacancy where we can place a soldier. Fortunately up to the present time, such has been the good state of feeling throughout the Province of Ontario that we have had many requests from different parts for returned soldiers, and this has materially lightened the work of the Commission. At the present time we have not any men available. We have several applications standing, and people have volunteered to take men off our hands. We could easily fill four or five hundred places.

Mr. George has made mention of another phase of the work, and it has been incidental to the work of the Patriotic Fund and likewise to the Military Hospitals Commission. If it would not appear to be improper on my part I should like to pay a very great tribute of praise to the administration in Toronto of the Patriotic Fund. We have come in touch with a great many of the wives and families of the soldiers themselves, and have had a great many communications with the officers of the Patriotic Fund, and likewise with the Secretary of the Hospitals Commission. I would like to give a word of thanks to those gentlemen for the excellent work they have done.

In many cases the question of back pay is one of great difficulty. Sometimes a man would be back in his pay up to \$150 and while we

have no doubt, from an examination of the records, that he is entitled to that, yet we have not been able to find ourselves in a position to get him the money, so, as Mr. George has said, we have made advances with the consent of the Provincial Treasurer from our funds and by arrangement with the Paymaster of the Military Division the cheque afterwards comes through us and is delivered to the returned soldier. In that way we are enabled to take care of our funds. We have generally some seven or eight hundred dollars outstanding in that way.

We have also received a great deal of leeway from the Government in giving transportation to a soldier. For instance, a soldier may be in Toronto and there might be an opening for him in Barrie. There are munition works there where we have been able to send a great many men. We have been authorized to pay their transportation there and in that way to make it possible for them to make a start in their new sphere. One of the great difficulties is that their families are already in one home and there is a very decided disinclination on their part to go to another place, but the state of the labor market has been such that that is a comparatively minor matter, and I hope will not increase beyond its present dimensions.

I don't know that I can say anything further than that. We are being aided in every possible way by the various members of the Patriotic Fund Committees in outside places where we have communication with them, and we owe a very great debt of obligation to them for assisting us in every possible way in looking up positions for people, and also in looking after requests we may make to them in regard to returned soldiers.

In our office system we classify all the men that come in under three heads:—the name, address and likewise the particular disability. I have all the names and addresses of the soldiers and as far as we have the reports, the particular employment they are in at the present time. We also know the nature of their disability, in some instances that the man is improving and in others of course that he never will improve beyond his present condition.

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#### THE SOLDIER'S WIDOW

After describing briefly the methods employed by the Militia Department in notifying casualties, and the work of the Pensions Board, Mr. P. H. Morris spoke of the problem of the Reservist's widow whose pension was inadequate for her proper maintenance in Canada. The Federal Government had given some thought to the suggestion that they should supplement the pensions received



by such widows from the Governments of the various countries under whose control their husbands had served, but no action had been taken nor could now be taken until the session of 1917. The Federal Government had directed that this problem receive the attention of the Fund but unfortunately the Fund was forbidden by its Act of Incorporation from assisting any person who is in receipt of a pension from any Government. It was the opinion of the Conference, however, that such families should be assisted pending action by the Canadian Government.

MORNING OF MAY 18TH

*Financial Statement*

The following financial statement was submitted by Mr. E. L. Brittain, on behalf of the Honorary Treasurer of the Canadian Patriotic Fund.

Receipts to April 30th, 1916 by Provinces, and from the United States, London, England, and the Canadian Patriotic Fund Associations.

Canadian Patriotic Fund Association.....	\$	75,972	62
Public Service of Canada .....		70,997	34
Yukon Territory .....		24,428	95
Provinces:—			
Alberta .....	\$	575,815	12
British Columbia .....		647,475	36
Manitoba .....		98,598	57
New Brunswick .....		340,116	28
Nova Scotia .....		420,424	97
Ontario .....		4,639,717	96
Prince Edward Island .....		54,382	86
Quebec .....		2,854,033	50
Saskatchewan .....		449,941	22
		10,080,505	84
*Great Britain (London, England).....		2,241	30
*United States of America .....		11,590	37
		10,265,736	42
*United States of America (Special).....		700	00
Interest added to the several bank acc'ts to the 30th April, 1916		70,783	33
Total receipts at end of April, 1916.....	\$	10,337,229	75

\*The Contributions listed as received from Great Britain and United States of America only include these amounts which have been forwarded the Honorary Treasurer direct. Contributions from residents in those countries made to several branches are included in the amounts received and credited to the branches in the several provinces of Canada.

Statement showing total receipts and expenditure from the inauguration of the Fund in August, 1914, to April 30th, 1916.

**RECEIPTS.**

Contributions to evening of April 30th, 1916, inclusive .....	\$10,209,348 06	
Interest remittances therewith .....	56,388 36	

Contributions, including interest therewith to April 30th, 1916, acknowledged through the Press .....	\$10,265,736 42	
Interest added to bank acc'ts to April 30th, 1916 .....	70,793 33	
Special account .....	700 00	

**EXPENDITURE.**

Advance account for advance to branches .....		\$ 7,059,606 27
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Head Office payments, viz:—		
Soldiers' Dependents .....	\$14,286 78	
Officers' Dependents .....	14,735 00	
Soldiers' Object II, Canadian Fund Association .....	180 00	
		29,201 78

Management Expenses, Head Office, viz:—		
Campaign .....	\$10,377 73	
Administration .....	25,767 14	
		36,144 87

Special account, Relief Detroit Auxiliary, U.S.A. ....		700 00
Balance on hand 30th April, 1916, as per list of balances .....		3,211,576 83
	\$10,337,229 75	\$10,337,229 75

TOPIC—*Present and Probable Future Requirements of the Fund:*—  
Introduced by Sir Herbert Ames.

As you all, no doubt, already are aware, the duty that falls upon me mainly as Honorary Secretary of the Fund at Ottawa is that of "Whipper-in." We have in our rooms maps of every province in Canada, and we are always trying to found branches in parts of the Dominion that have not been already organized. Every month I endeavor to check over what I might call the debit and credit account of every one of our branches. The object is, first, to see that none of our branches are extravagant, and, secondly, to see that all our branches are pulling up to the collar and trying to bear their full share of the load. Nearly every branch can raise the amount of money it locally requires, but while the branches that are rich and, perhaps, cannot send many men, are the branches we look to for a surplus, we don't feel it is any disgrace if a poor branch that has sent a great many men should be on the debit side instead of the credit side.

We try to satisfy ourselves that each branch is trying to do its share, and that each community is really trying to spend the money it gets with a due degree of economy, so when I come from month to month to look over what the records of the previous month show, I sometimes find myself called upon to write a branch "I don't think you are quite playing the game. We have not heard from you for several months, and isn't it time for your people to get busy again and give us some more money?" Branches invariably answer that they were aware of the fact, but perhaps there are reasons for the delay, it is not the best time, etc., but that they will pay their share shortly.

Taken as a whole the people of Canada have done magnificently. When you think of the Treasurer's Report that was read this morning, and of the large amount of money that has been paid in since the commencement of the War, probably the largest benefaction the people of Canada ever had anything to do with, nobody can say they are reluctant or ungenerous. We have gone on in faith from month to month, some months with considerable anxiety. Last summer was a very anxious time. For five months we drew on our reserves, and the money that came in was less than what went out, but we found our surplus at the beginning of 1916 where it was at the beginning of 1915. We have reason to believe that we can keep it at that figure.

That surplus looks to some people very large. I had a letter from a member of Parliament, saying "Why try to raise any more money when you have got two millions in the bank." I had to point out that most of our contributions that are given are co-incident

with the continuance of the War, and may cease when peace is declared. We have, in Europe, an army of 250,000, say, and these men have to be brought back. There are not many transports and the Canadian Government will not want to bring a large number of men and dump them on a congested labor market at once. So it will be six months or probably more, before the Canadian army can be brought home. Whether these men are fighting or not the wives and children have to be cared for and we have to make provision for the six or eight months that will elapse during the reconstruction period. Every dollar of our surplus is required because the first few months will be almost as heavy as the maximum months of the War. The help will end as the men come home, and the beneficiaries pass into the hands of the Government.

The Executive at Ottawa have spent some sleepless nights and we would have a great many more if our surplus were heavily drawn upon. It is our constant endeavor to create sources of revenue, and so apportion our burden that as many as possible may share in the giving.

I have in mind to lay before you the probable expenditure if the War continues through 1916 and 1917. We hope peace will be declared before 1917, but we cannot take any chances on things, as they are at present. We must look ahead and be prepared, if necessary, to carry the Patriotic Fund not only in 1916 but also in 1917.

During the first four months of the War there was \$511,000 spent, less than we spend in a single month now. From January to April, 1915, \$950,000, a monthly average of \$237,500. From May to August 1915 we spent \$1,326,000 an average of \$331,500 a month, which was an increase of 40% over the first four months. During the following four months September to December, 1915, we spent \$1,920,000 being an average of \$480,000 a month, an increase of 44%, our expenditure constantly mounting. From the beginning of this year January to April our expenditure was \$2,416,227.69 or \$604,000 a month, a 25% increase on our previous figures and at the present time we are spending about \$700,000 a month, and I would not be at all surprised when our returns are made up for the month of May, if we should find that we had spent \$750,000. There are a great many rural battalions that will be mobilized in May and June, so that we feel at the Head Office that by the 1st of July we shall be required to furnish about \$800,000 a month from that time forward.

From all we can learn it is not expected that there will be the same rapid rate of enlistment from July until next Fall, and we do not anticipate the same rapid increase. There are a number of families to whom pensions are being awarded. We do not expect the same increase until recruiting is again vigorously stimulated

after the agricultural season is over. For May, June, July and August we would need about \$3,000,000 and for the months of September, October, November and December about \$3,250,000 more. So that for the year 1916 we expect to require \$9,000,000.

You remember when His Royal Highness issued his appeal on the 1st of January, he called for \$8,000,000, and within three months we realized that the \$8,000,000 was in sight. That estimate has been exceeded to some extent, in all probability, and it is likely that we have in sight enough to carry us on to the end of 1916, and keep our balance comparatively intact without drawing upon it to any great extent, but the great bulk of the contributions that we now have coming in are contributions that are on the monthly payment principle, and these monthly payments will cease in January, February and March, and unless renewed efforts are made we will find our revenue falling back very suddenly and considerably after the first of the year. Consequently the problem to which I have asked you to address yourselves especially this morning is the problem of 1917.

If we allowed ourselves \$800,000 a month, we find on examination that about 41% of that money (\$328,000 a month) is required for the needs of Ontario and the Head Office, about 13% is needed for Quebec, which would be \$104,000 a month, about 4% will be needed for New Brunswick, \$32,000 per month, for Nova Scotia and Prince Edward Island 5%, being \$40,000 monthly, Saskatchewan would need 7% or \$56,000 a month, Alberta 14%, \$112,000 a month and British Columbia 16% being \$128,000 per month. Those are about the proportions our provinces are drawing upon us at the present time, and about the way the \$800,000 will be distributed among the several provinces. Manitoba of course is self-supporting.

Now Ontario is our banner province. It was a little slow in getting started, but it has contributed to date a magnificent sum. Since the War began some twenty months ago, it has contributed about \$250,000 a month. For 1917 we have fixed our figure at \$10,000,000, which I think is what we will require, because we will have reached our maximum and will probably have to sustain that maximum. Ontario itself would require \$4,100,000, Quebec \$1,300,000, New Brunswick \$400,000, Nova Scotia \$500,000, Saskatchewan \$700,000, Alberta \$1,400,000 and British Columbia \$1,600,000. Now, with all the best intentions in the world, it is extremely difficult for British Columbia and for Alberta to raise the amount of money that is spent in their provinces. These two provinces, at the time the War broke out, were not in as prosperous condition as the rest of the Dominion. Southern Alberta had been affected with the drought, and British Columbia because of the difficulty of getting transports, cannot ship its lumber or some of its other products. Consequently there is a stagnation, and British Columbia for instance cannot be

asked to raise \$1,600,000 in 1917. Nor can Alberta be expected to secure \$1,400,000. The best these two provinces can do is to contribute about \$600,000 each. So you can see from somewhere we have to get \$1,000,000 to help out British Columbia and \$800,000 to help out Alberta. Saskatchewan, Manitoba and New Brunswick are able to take care of themselves. Our problem of 1917 is to see where we can get that \$1,800,000.

What I now say is purely in the way of suggestion. It seems to be that Quebec and Ontario, the two oldest, richest and strongest provinces, can take up that load. If so, we would ask Ontario to raise in 1917, \$5,000,000 and Quebec to raise not only its own needs (\$1,300,000) but \$900,000 more. This surplus of \$1,800,000 from Ontario and Quebec would enable us to meet the shortage in British Columbia and Alberta. The underlying principle is for the strong to help to bear the burden of the weak. We are asking every one of these provinces to do all that they possibly can.

That is the statement as it seems to present itself to us for 1917. We are to follow a discussion as to ways and means. That discussion will of course, begin with some of the descriptions of the way we raised the money in the past. It will then come up for us to say whether we shall continue to raise money in the way we have previously done, or whether there is some better way you can suggest, and we at the Head Office will be guided very largely by this test, to ascertain the direction towards which we shall bend our efforts to secure the necessary amount for 1917.

In answer to questions Mr. G. W. Elliot of Montreal explained the measures taken by his branch to effect collections. He said in part:—

"The losses are made up nearly all of failures of some of the larger subscribers. That is subscribers of \$500 and \$1,000; business failures which were unforeseen and could not be helped.

"We collected the money by means of circulars. We would jog the subscribers occasionally by a circular letter. When this failed, we had stronger letters written, signed by the Honorary Treasurer—autograph letters. Then we put it up to them as a debt. Several subscribers took offence and said it was not an obligation, but they were very few. We pointed out to them the needs of the Fund, and that we had depended on their subscription to carry on the work. There was not much trouble on that ground."

In connection with collections in industrial establishments, Mr. McCulloch of Galt said:—

"We send them sheets with our receipts. Instead of the man getting the 25 or 50 cents in his pay, a receipt is put in, and the

money is placed in our envelope. We have a good man to collect, whom we get for a nominal sum. We also send out a letter, and kept at them in that way. I think it is a very important thing to try and keep at them steadily."

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#### METHODS OF RAISING MONEY.

PAPER—*The Short Term Campaign*.—By Mr. J. M. Wyatt.

The time for a money raising campaign is of considerable importance. Industrial conditions, seasonable trades and other factors of commercial life may determine within definite limits the special time for a campaign in a particular community. Some special event in the community's life may prepare the way for the launching of a campaign. The district may be about to raise a new battalion, or the old battalion may have just held its last parade on Canadian soil and gone to strike for freedom. A community cannot of course wait for such conditions, but should conditions which might help the cause arise within the chosen limit of activity, a community will do well to avail itself of such advantageous circumstances. Speaking generally, a particular community will secure best results if it line up with its neighbors at the time when the whole district is being organized. Civic pride, community spirit, healthy rivalry are important features of organized life and should be utilized in the business of raising money. It should, however, be borne in mind that some community must lead and if your district is dead in the giving of men or of money, you may be certain something is wrong. A well organized campaign for the Canadian Patriotic Fund in your locality may be the means of bringing new life to your citizens and an example and an inspiration to your whole circle of community neighbors.

Once a campaign has been decided upon, a definite, responsible organization should be effected. This organization may be quite temporary in character, as it is called into action to raise money rather than to oversee its expenditure, and automatically goes out of business when its work has been completed. The organization may however, have as a nucleus, several members of the permanent executive of the local branch and the committee associated with it. In order that the organization may have the proper standing, it should receive its authority for action from the community. A public meeting should be announced and an earnest effort made to have the leading citizens present. If the community has had a campaign before, an audited financial statement of the funds should

be presented at this meeting and the further need presented. In case it is the community's first effort, care should be taken to have some one acquainted with the working of the Fund, outline its work and present the need. Great care should be exercised in appointing members of the various committees. We suggest either of the following methods: Committees may be drafted before the meeting by those who are really responsible for the undertaking and the names submitted to the meeting for approval; or, a small nominating committee may be appointed by the meeting and given power to draw up the various committees. We rather prefer the former method especially if the real workers can be induced to be at this organization meeting as they are then committed to the proposition from the outset, but either method will prevent the appointment of unsuitable committee men by an open meeting, and secure a sound standing for the organization as no one can then say that it is working without the authority of the community.

In order that the effort be commensurate with the need, and in accordance with the giving power of the community, care should be taken to "aim high." An objective hard to reach will stimulate the workers and appeal strongly to the average citizen living in days that demand more than ordinary. The objective and the date of the campaign should be decided upon by the public meeting and kept before the people from the outset in order that the community may feel that anything less than the objective would be a reverse in the community life.

As for the form of organization, we have found the following effective. The work of the campaign is divided among Management Committee, Publicity Committee, Finance Committee, List Committee and Team Captains. The work of the Management Committee is that of general supervision and direction of the whole campaign in order that the work may be carried out by the appointed time and under the best possible guidance. This Committee should have as its Chairman, the best leader possible to secure, and should have upon it, representatives of the permanent executive familiar with local conditions and also the Chairman of each of the other Committees in order that a small but representative group may control, strengthen, inspire and perfect from day to day a working force of many times its own size. This Committee, in addition to matters of general management, should arrange for suitable headquarters, decide upon the form of subscription card and the period over which payments should extend, arrange for securing good speakers for the public meeting just prior to the canvass, and make arrangements suitable to employers and workmen in factories and other establishments.



The work of the Publicity Committee is education to the point of liberal giving. Working quietly, it should plan to capture the minds of the citizens for a period of three or four days before the actual canvass is to be made. Through the press, through printed circulars in the mail, by special posters in the factories, by campaign posters in word and picture, by street and street car banners, window displays, by lantern slides and short talks at the "movies," through church and school, an atmosphere can be created which will make generous giving almost universal.

The Finance Committee of the campaign should be made up of a few men who, by reason of character, business ability and experience are best qualified to present the cause to outstanding citizens best able to give. No other part of the organization can be of more service in a campaign than a good, live Finance Committee which makes it its business to get as much money as possible from those who have the most of it a little in advance of the general campaign, as a good lead is thus given, enthusiasm made greater and the average contribution largely increased because the rank and file wish to run well in a fine race where a good pace has been set by those who are expected to lead.

The List Committee in the town directory or voters list, marks every prospective contributor, being careful to supplement this list by a list of recent arrivals, etc. A card system is arranged in which every prospective contributor has a separate card on which is his name, his occupation, business address and home address. Complete lists of groups are then secured, such as factory hands, employees at large stores, railway men, town hall officials, telephone hands, commercial travellers, teachers, post office clerks and other groups of workmen who should be canvassed by the group method. Requests for such lists should be sent to employers considerably in advance and a follow system vigorously pursued to make this work complete. These lists should be alphabetically arranged and should include the home addresses for purposes of identification in, and elimination from the general lists. This method makes possible the canvassing of groups of workers as groups and at the same time makes certain that the balance of names in the general lists are looked after without canvassing anybody twice.

The actual canvassing (as it is the process for which all preparation has been made) must be in capable hands. A number of team captains, enthusiastic, experienced, tactful and hard workers are given notice at the same time to recruit six, eight or ten canvassers for their team, according to the number of captains and the amount of work. A convenor of team captains should make it his business to follow up the different captains to see that each team is complete

in plenty of time. The groups may all be handled by one team large enough to do the work, the balance being left to the other teams.

After groups, including those names handled in advance by the Finance Committee and the team men, who will be looked after by the captains, have been eliminated, alphabetical lists should be type-written and ready for the team men when they all meet for lunch or dinner the day before the campaign. The whole list is divided into as many sections as there are teams. The teams then select the names of those they wish to canvass, the sections of lists rotating so that no team has the advantage. Each team marks with its own number the names selected and when all are chosen the cards corresponding to the lists are distributed to the team captains and they re-distribute them to their men. Instructions regarding subscription cards and making returns have already been given and the "big drive" is ready. An appeal to ex-residents of the community now living in the U.S.A., should be mailed a week before the campaign in order to receive returns at the proper time to increase the enthusiasm of the workers at the campaign lunches.

No mere form of organization can guarantee success. A danger to be avoided is that of men who should lead assigning work to others and doing little themselves. Unless the representative business and professional men get under the proposition and stay with it, a community can hardly expect a victory. No one should be so busy at anything else that he cannot give his share of time, energy and influence on behalf of "the boys" who are making a continuance of his business possible.

May we be allowed to point out what we consider a few advantages of such a campaign over that of a campaign not organized along somewhat similar lines.

1. In the end it takes less time, for everything is planned and timed for a certain day and finished on schedule time.

2. By reason of concentrated effort, greater vigor and enthusiasm are created and by reason of a definite date, the people are ready for giving to the limit at the time appointed.

3. Better leadership is secured because the work is divided and because the "big business" element appeals to those who otherwise might not be enlisted.

4. The element of competition and rivalry gets results which otherwise are not secured.

5. Personal influence becomes an asset in the method of selecting those each man is to canvass.

6. The element of play enters into the work, lightening the task and carrying it through with the proper spirit in contrast to the mechanical district canvass.

Following Mr. Wyatt's paper, Mr. W. C. Rean spoke on the subject of County Councils and the best methods to employ in securing subscriptions from such bodies. The following extracts from Mr. Rean's address are of value:—

"In the town or city they are more conversant with the administration of the Fund, they see more of the need, consequently you have not to use as many arguments. In the country they are not nearly as much accustomed to dealing with large figures, and do not see the need of the Fund and they are more suspicious of handing out public money that they themselves do not control. On the other hand, they are more easily convinced and persuaded to make a specific grant if the cause is a worthy one. Whether it be county, township, town or city we have to present facts to get their support.

"You have got to make it very clear what the Fund is. I find a very great tendency to charge up to the Patriotic Fund every dollar that has been given, whether it was for the Red Cross, the Belgians or even the Machine-gun Fund. One of the worst troubles we have is to have a Council make a general patriotic grant of four or five thousand dollars a month. It is advertised all over and we are informed of the fact. Then we find that every patriotic association in that county dips into that fund and they send us the residue.

"The necessity for the Fund must be made very clear to the man who controls. Where the soldier is getting a Separation Allowance you have got to convince him that money is insufficient for the needs of that family.

"If it is an Incorporation, be careful to point out all the safeguards placed upon the Fund. They are very suspicious about the handing out of public money. And above all, make very clear the items of expenses.

"Then you have to deal with the question of the further need. Having convinced them of the necessity of the Fund in the past what does it need in the future? Then the proportion which legitimately belongs to that municipality which they represent. . . . I have had good results when I worked it out on a per capita basis. I have found it effective to bring before them what they have done up to the present moment, what it means to each individual in that municipality and ask them if it really represents their capacity, or their share of responsibility and above all is the example of the municipality adjoining.

"Above all press for a decision there and then because you will get far better results."

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Following some general remarks by Mr. M. F. Staples in regard to the "day's pay" idea, Mr. Watt gave the following graphic description of their procedure in this regard at Brantford:—

"We followed that one day's pay idea to a considerable extent in Brantford, although we don't use it too strongly because we sometimes get considerably more. We have 60 factories in which there are 3,000 employees contributing \$30,000. It was felt by our Executive that it was only fair that we should give them some active interest in the administration of the Fund and also get their help and co-operation in connection with the monthly amount. We wrote a letter to each of the factories, asking them to appoint a small committee who would constitute a Patriotic Committee within that district. These small Factory Patriotic Committees met by arrangement and our main Executive met with them. They then formed themselves into what they called the Factories' Patriotic Organizations, and appointed their own Treasurer and Secretary. There were over 60 members of that Organization. From their number they elected six members to our main Executive. The main Factories' Organization meets every 20th of the month. They have all their little complaints and questions presented to them and they then meet and instruct their six representatives or post them with the information they wish to obtain and all this is brought before the Executive. In that way we get the interest of all the men of the factories.

We have a follow-up system with regard to the collection of monthly payments in the factories. They send us a list of names and advise us if any man has left and if possible, where he has gone, and also if any new ones come in. These men are deeply interested in keeping up the interest in the work of the Patriotic Fund. When a man comes to their factory the Committee immediately find out whether he has signed a factory card somewhere else, if he has not he has to tell them why he hasn't signed. Our monthly payments are being met very well. Of course, if they leave the City we lose them. I believe in the munition factories in Brantford they are under an agreement that they will not leave for a certain period.

We divided the City geographically into seven large and easily understood sections. We have had a list drawn up and we addressed a circular to the soldiers' wives. The following is a list of the names and addresses of the Central Executive. (Reads) Below are the names of our main Executive, six representatives from the factories, and all the factories and the sections in which they live. . . . These factory men have agreed to listen to any of the soldiers' wives when they call. If they are not able to answer the question right off their representatives bring the matter before us at once, to have the matter dealt with. In that way we are keeping up a sympathetic touch with all the soldiers' wives in Brantford. This feature of our work has been the greatest help in connection with the Patriotic Fund."

PAPER—*The Fifty Thousand Club of Toronto*:—By Mr. McCreagh,  
Toronto.

The Fifty Thousand Club was organized in order that the common people of Toronto should have an opportunity of giving something regularly to the Patriotic Fund. Very few working people are able, when the campaign is at its height to give \$5 or \$10 at that time. We conceived the idea of allowing these people to give monthly, or every two months either through the employer or in some other way. The method of paying through the employer is quite simple. We put lists around the establishment, first affixing the name of the employer or someone high in the office, and have these lists signed by each man, the best method being to have a speaker go at noon hour and tell them what the Patriotic Fund does. You thereby get a large number who otherwise would not sign. These lists come back a duplicate is made and the original sent back to the employer, so that he has the original signature of the man who has signed. At the end of the month the employer takes out of the employee's envelope \$1.00. I like the idea of the dollar because it is definite and simple. A previous speaker said that sometimes the day's pay was misunderstood by the man, but in the case of a dollar a month it is quite simple. It appeals to everybody and is an amount everybody can afford.

The second method is to have the individual sign an individual card and have the money collected at the house. We have at the present time the names of 50 or 60 ladies anxious to collect and we have not the work for them to do.

We are getting at the present time \$20,000 a month and my humble opinion is that the Patriotic Fund would not have got one quarter of that from these people if the Fifty Thousand Club had not been organized. We have found the common people will meet their promises as well as the man who subscribes \$50,000. The only people who have defaulted are the people who have enlisted, and we are devising ways and means to get others to take their places.

We have found the employers of Toronto only too willing to assist us. A number of places have made it optional on the man who takes the place of the man who has enlisted. One factory had 24 men enlist and they sent in a list of 26 more names.

So far as we are concerned, we think that next January, or next year, when the campaign is started, we will have no difficulty in getting the 50,000 members we set out to get this year. We will turn into the Patriotic Fund this year about a quarter of a million dollars. This is good not only for the Patriotic Fund but for the

individual who gives. We have members in our club who probably never gave anything like this before.

So far as I am concerned, the Fifty Thousand Club is proving to me that the proper method is the voluntary contribution. It could, of course, be supplemented by a government donation, but our experience is that the people themselves who are giving are better off. They take a personal interest in the Patriotic Fund. They feel they have something to do with the administration, and so far as we are concerned we are very desirous that next year there will be a campaign such as we had in January last.

There are a number of towns it seems to me in Ontario where something like this could be done. We sent letters to the local branches but with very little success. If there is any one here who desires any further information with regard to our internal plans if they will call at 59 Yonge Street, we will be glad to let them have any desired information.

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#### THE POLICY OF THE FUND FOR 1917.

Introduced by Sir Herbert Ames.

In opening that question, and it is one of the most important questions, I would say that we submit it in order that we may get a fair expression of opinion. I want to tell you what the present conditions are and what the present tendency is.

The first year of the War 85% as nearly as we can judge, of the money that came into the Head Office was purely the result of spontaneous giving. In many rural places the people felt the most convenient way of raising the money was by taxation through the Township or County Council, and where an unanimous verdict was given by a Township or County Council we received a grant.

In this last year about 30% has come in through County and Town Councils and as nearly as we can judge that percentage will be still greater next year. We are up against the proposition of 1917. Head Office has always thrown the general weight of its influence to voluntary giving, but where communities have expressed a desire to raise money by taxation, we have tried to meet their wishes. There is a general tendency to work from the smaller unit towards the larger. At first we had a great many townships, then we had the counties and now the cities, and several of the provinces have made arrangements for 1917 to raise all the money required by taxation.

The Province of New Brunswick passed an Act to meet the probable needs of New Brunswick for the year 1917 and subject to ratification by the Governor-General in Council a sum will be levied and raised by taxation methods. Saskatchewan has done the same, passed an Act levying one mill on the dollar. Manitoba is also doing the same to the extent of one half of the amount of money required. You heard what the Provincial Treasurer said the other day, that in Ontario the Provincial Government would not be unmindful of the claims of the Patriotic Fund.

In that statement which I gave you a little while ago, I endeavored to show that there were two provinces from which we expected a surplus and two provinces from which we expected a deficit. We never have any alarm about Ontario. We always feel, even if the expenses of Ontario would come to a million dollars a month, if it is put before the people of Ontario they won't allow a dollar to come from outside. We are always asking Ontario to do a little more so that we would not like to see Ontario do as some other provinces have done—arrange by legislation for what they need, and only what they need. We would be greatly indebted to the gentlemen here if they would discuss that question as to what in their judgment is the best way for us to lay plans for 1917. These plans cannot be made on the 1st January. They have got to be started in July and August. Consequently, we at the Head Office will arrange our policy naturally in the line where public opinion directs.

MR. ORMISTON, (Uxbridge):—

From my own personal point of view I think the money should be raised substantially by the County Council grant, supplemented by local canvassing, local subscription and especially by the formation of monthly payments by those to whom the sum of \$10 or \$12 seems too much to pay at once. I think we should embrace the double system of taxation.

MR. DUNBAR, (Guelph):—

At present we feel that continuance of the present system is perhaps, after all the best means we can adopt. There is this difference; the effect of the last Dominion Budget is going to be very serious when we come to raise money voluntarily next year. Now every company is heavily taxed under the Budget and it is a War taxation. I am sure we will find when we start next January to collect for 1917 that the response will not be as generous as it has been in the past—I mean from the large givers. They felt they should pay a large proportion of their profits over to the Fund but will not now be able to spare it. I am not criticizing them in any way for that. So that, there will have to be raised very much

more by taxation than in the past, but, at the same time, I would not like to see the voluntary system abandoned.

MR. BIRGE, (Hamilton):—

It is my own feeling that we should stick pretty closely to our methods of the past—for the rural districts, municipal taxation and for the urban districts, towns and cities, stick to the voluntary system, with what we can get out of the Councils.

REV. MR. MOORE, (St. Johns, P.Q.):—

I do feel however that the crowning glory of this undertaking which we represent in this Conference was stated when the Honorary Secretary said a few moments ago that 85% of the money raised during the first year of operations came from voluntary contributions. I feel very strongly that when the history of these great days comes to be written, that one of the brightest statements that we shall be able to make will be concerning that great achievement—the voluntary support towards this great cause. I feel jealous of that feature of our work and I hope that the voluntary element will not be for one moment minimized throughout the whole course of the War.

MR. J. T. JAMES, (Bridgeburg):—

I certainly believe we should have our voluntary contributions. That should come first and what is lacking should be made up by taxation or some other way.

MR. S. J. WILLIAMS, (Berlin):—

In regard to the giving or collecting I am strongly of the opinion that you must not insult the good people of this Dominion by taking away the voluntary contribution. I would consider that it would hurt me very much and I know I speak for hundreds of others if that privilege should be taken away from us.

I am very much in favor of excusing the Dominion Government from contributing to this Fund. They are deciding about the returned soldier and the pension list which I hope they will make adequate to take care of the man and his family. I am very much in favor of distributing it over the provinces, the municipalities, the counties and the townships, and working it for all it is worth.

MR. ELLIOT, (Montreal):—

In Montreal a large part of the contributions have come from the large corporations which have been hard hit by the recent legislation at Ottawa, and it is the opinion of some of the men most responsible for the collection of the money in Montreal that we



cannot go back to the citizens and have anything like the success we have had in the past. Another campaign will result in a very small showing compared with our past two campaigns. I asked Mr. Ross if he wished me to say anything on this point. He said "I cannot speak for that Committee, but you can put it as strongly as you wish for me." He is of the opinion that Dominion legislation should be enacted to raise the money required by the Fund for the future.

MR. SOMERVILLE, (Toronto):—

The question has been asked "What is the unit, if any, that should assume the responsibility?" From an experience of some 75 or 80 meetings, in purely rural communities I would say that the county unit is by all odds for patriotic purposes.

MR. WILLIAMS, (Collingwood):—

I had a little bit of experience in the County of Simcoe. I found in urban municipalities the voluntary subscription is much more favored than any other method. The County Council does not want to put the taxes on. Personally, I would not let the County Council have anything to do with it at all. If you are going to have taxation at all go to the Provincial Government. Have the Provincial Government make the taxation and hand it over to the Patriotic Fund.

MR. REID, (Meaford):—

I rise to express the opinion that I am strongly in favor of any resolution passed by this Conference, calling for the raising of money for the Patriotic Fund by Civic and County Council taxation. Coupled with that I would also suggest that there be a strong subscription campaign.

#### THURSDAY AFTERNOON.

The Sub-committee appointed on Wednesday brought in the following report:—

“Moved by Mr. Dunbar, seconded by Mr. Lovering, and carried, that all childless wives married before enlistment and where they have complied with the requirements of the Fund be entitled to an allowance of \$5.00 a month.”

“Moved by Mr. Allan, seconded by Mr. Dunbar, and carried, that no post-enlistment wives be assisted unless the wife is an expectant mother, that while an expectant mother, she be treated as a childless wife, married before enlistment, and when the child is born, she be treated as a mother married before enlistment.

“An amendment proposed by Mr. Nickle—that all wives be treated alike, including post-enlistment wives, where they have married with the commanding officer's consent, received no seconder.”

“It was moved by Mr. Dunbar, seconded by Mr. Collins, and carried, that women whose domestic duties do not require their attention should be encouraged to work, and that no deduction be made on account of casual earnings.”

“It was moved by Mr. Green, seconded by Mr. Elliott, and carried, that a uniform scale throughout Eastern Canada is impracticable, but the Central Executive's maximum allowance to dependents be not exceeded by any branch, and that the Central Executive be urged to obtain conformity in the scale of grants in neighboring communities similarly situated.”

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#### ADMINISTRATION EXPENSES.

Introducing the subject of Administration Expenses, Sir Herbert Ames said:—

May I say a word in advance as to the policy of the Head Office? When the Fund was first organized we relied almost entirely on our branch management for voluntary effort, but as some of our branches began to get 100 or more dependents, and a fund as high as \$5,000, it was necessary to get a certain amount of clerical assistance which had to be paid. We issued in February a little classification, as representing our view on the matter of paid assistants. (Reads.) That scale being followed is just about bringing us out even on the matter of interest and expenses, and we have divided our branches into five classes, pretty well along the lines which you see here. We have not expected our fifth class, or smallest branch, to have any expenses excepting printing, stationery and possibly a campaign;

our second class an expense in the neighborhood of \$50 or \$75 a month, and so on. Lately some of our smaller branches have put in running expense salaries, where they only had a few families to look after. We have discouraged that, and said we did not think we were justified in putting in salaries where there was less than 75 families to look after. From that amount onward perhaps an honorarium of \$10 or \$20 a month might be allowed, and when you reach 100 or over, it really begins to be necessary to have a paid man. I would be glad to know if that meets with the approval of all here.

Mr. Dunbar (Guelph) stated that his branch was caring for about 300 families and had not one dollar of administration expenses, while Mr. Anderson made a similar statement in regard to Elgin County Branch, which had 447 families on its pay-roll.

The suggestion that a travelling auditor should be employed met with a certain amount of support, notably from Mr. Dunbar of Guelph and Mr. Birge of Hamilton, but the concensus of opinion seemed to be against the proposal mainly on the score of expense.

At the conclusion of the session, Mr. Birge of Hamilton moved a vote of thanks to Sir William Mulock, Sir Herbert Ames, Mr. John Muir, and Mr. P. H. Morris.

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