START

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

Continued from Roll 32

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Roll 33

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

35939

I discussed yesterday with the Jersey Company, the advisability of my writing such a letter as you and I agreed upon the night you left. Their view was generally in line with Hicks', although I think they did appreciate my point of view. Their feeling is that in companies in which no questions have arisen, such a letter would seem uncalled for, and that because of its plain language, it would suggest a change of front on my part which they believe would tend to discourage the interest in representation which is so rapidly developing, and, because suggesting a more radical attitude on my part, tend to lessen the confidence of these gentlemen in my leadership. We are to confer again and also to consider the legal aspect, so far as the oil companies are concerned. That such a letter

103(91)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

should go to the Fuel Company, the Davis Coal & Coke Company, the Consolidation, if Father so desires, and to Indiana, (redrawn so as to apply specifically to the coal situation) they were willing to favor. The matter will be carried further within a day or two. I fully realize the importance which you place upon this action on my part, and heartily agree with your view. Before acting, however, I must be sure that the possible danger of loss of influence and checking of the gratifying trend toward representation which has been developed in the last few months does not outweigh what would be gained by writing the letter.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35941

102(13)

The Roxborough,
Ottawa, January 19, 1918.

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

Dear Mr. Rockefeller:

I have not overlooked your suggestion, contained in a recent letter, to send on additional chapters of my manuscript in instalments without waiting for the entire work to be completed. In the course of a few days I shall send you additional chapters, but I am anxious you should know why it is not possible to do that immediately.

The chapters on "Principles Underlying Peace", "Principles Underlying Work" and "Principles Underlying Health" all dovetail into each other, and the work of revision of these chapters which I have now in hand consists largely in making sure of their symmetry in essential particulars, and avoidance of repetitions or extraneous material. Some of what I have written, for example, in the chapters on the "Principles Underlying Peace" I find can be transposed with advantage to the chapters on the "Principles Underlying Health" or "Work". Then, also, the concluding chapters are built up, so to speak, on the chapters preceding, and to give the work the unity I wish it to have, it is saarcely possible for me to give the final revision to any one chapter without having beside it the others, with which it may be compared. However, I can perhaps send on for your persual what might be regarded as the revision up to date, and make on my own copy of the manuscript such subsequent alterations as a proper sequence seems to render desirable.

I have thought you might be interested in seeing the enclosed cuttings which refer to a topic that is receiving some notice in the current press. There is no doubt that Sir Wilfrid's feelings are as indicated in the press despatches, and that he has not hesitated to express himself along the line indicated; but the matter is one which in the nature of things cannot possibly be decided one way or the other for some considerable time to come, and, when decided, is most likely

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

so to be under conditions wholly other and different than those at present existing. I need hardly say that I have had nothing to do with the matter one way or the other. I have not so much as expressed an opinion in public since the elections were over, and have no desire or intention to take any further part in politics for some time to come. The cartoon from the Toronto "News", a Conservative organ, will, I think, amuse you. It is indicative of the kind of mischief which despatches such as the ones enclosed cannot fail to provoke.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35943
102(13)

26 Broadway
New York

January 22, 1918.

Dear Mr. King:

I have your letter of January 19th. Shall I send back the earlier chapters of your book or retain them here until the later ones are received?

I am much interested in the clipping which you enclose. Probably by the time you are next down here, the situation will have become more definite.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35944

26 Broadway
New York

January 23, 1918.

Dear Mr. King:

At Mr. Rockefeller, Jr's direction there is enclosed herewith Mr. Welborn's letter dated January 18th, which will you kindly return when you have finished with it?

Very truly,

J. Adams.

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

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W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35945

The Roxborough,
Ottawa, January 25, 1918.

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

Dear Mr. Rockefeller:

Replying to your letter of the 22nd instant, just received, please retain the chapters of the book, and subsequent chapters as forwarded.

I return herewith Mr. Welborn's letter dated January the 18th, kindly forwarded by Miss Adams at your direction. The letter is more than gratifying and would indicate that the Industrial Representation Plan has become an established institution, not alone in the concern of the Company, but also in the hearts of the employees.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35946

102(13)

26 Broadway
New York

February 7, 1918.

My dear Mr. King:

I have received an invitation on behalf of the Canadian Club of Montréal to speak at one of the luncheon meetings of the Club, on any subject which I may choose, at my convenience, during February or March. I am wondering whether this is the same Club which extended a similar invitation a year or two ago, which invitation you urged me to accept? I am very much pressed with many obligations here, and am constantly declining invitations to speak, both in the city and throughout the country. It would be difficult for me to go to Canada this winter, and I fear unwise, in view of the pressure of work which is now upon me. Surely I would not want to consider doing so unless the occasion were one which would offer the best opportunity for me to meet our Canadian neighbors. What is your judgment in the matter?

Very sincerely,
John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35947
102(13)

The Roxborough,
Ottawa, February 12, 1918.

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

Dear Mr. Rockefeller:

The Canadian Club of Montreal is one of a number of like clubs which have come into existence in all of the cities and some of the larger towns of the Dominion. It was the Canadian Club of Toronto which extended a similar invitation a year or two ago, and it was that invitation, along with an invitation from the Canadian Club of Ottawa, which I urged you to accept. I am not sure that I did not propose your addressing all three Clubs, if that were possible, Montreal being but three hours distance from Ottawa, and Toronto a night's journey.

I know of no better opportunity for you to meet representative Canadians than that which the Canadian Club affords, and I cannot urge you too strongly or earnestly to accept an invitation to speak at one or more of these Clubs. As you will well realize, the present moment is particularly opportune. The Ottawa Canadian Club is the one that I should most like to see you address, of any of the three, and that, not merely for the great pleasure it would afford me personally to see you here, but because it furnishes, I believe, a better opportunity than either the Montreal or the Toronto Club for you to meet the men whom it is most desirable - I will not say that you should meet - but who it is most important should meet and know you.

A luncheon given in any of the three cities would be attended by from over five hundred to a thousand of the active-minded and public-spirited men of the community. In Ottawa there would be a larger number of men representative of the Dominion, as opposed to purely local interests. You would, for example, be assured of the presence of the Prime Minister and the Leader of the Opposition and their colleagues, Judges of the Supreme Court, members of the Governor-General's household,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

and possibly the Governor-General himself, the representatives of different countries resident here as consuls-general, as well as the heads of the different departments of the Administration. Were Parliament in session, as it is likely to be in March, there would also be present members of the House of Commons and the Senate from different parts of the Dominion. But apart altogether from the meeting of the House, the audience would be of the nature described, with the addition of members of the different professions, business men, civil servants, and others.

In Montreal you would have an audience more exclusively of business men, and perhaps university men. The same would be true also of Toronto.

What I wish you ~~might~~ be able to see your way to do would be to accept the invitation from the Montreal Club, and along with it an invitation from the Canadian Club of Ottawa. You could give precisely the same address without causing the least embarrassment to yourself or others. Were you, for example, to speak in Montreal on Friday at noon, it would mean leaving New York Thursday night about 7.45 and arriving at Montreal about 8.00 in the morning. You could come on to Ottawa by an afternoon train which leaves Montreal about 4.00, and arrive in time for dinner, unless you preferred to stay the night in Montreal and come along here on Saturday morning. The trains leave Ottawa for New York at about 4.30 in the afternoon, and arrive, if on time, between seven and eight in the morning.

What would be a very special pleasure to me, and what I should regard as an exceptional privilege, would be to have you as my guest in Ottawa, should you find it possible to consider accepting an invitation from the Club here. The opportunities of acquaintance at a Club luncheon are necessarily very much restricted. There are a few men here whom I think you would find it a pleasure to know, and whose acquaintance with you could not be other than beneficial from the standpoint of international good-will. It would be so easy to arrange to meet these gentlemen informally, and I really believe you would enjoy a few hours spent in this way.

Could you not find it possible to arrange to accept the Montreal invitation for, say, a Friday of some week, and an invitation from the Ottawa Club for Saturday the next day, and remain in Ottawa until Sunday afternoon, when you could get a train which would have you back in the city for Monday morning.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

As I am hoping to see you early next week, I shall not write more of this at the moment; but I wish you would turn it over in your mind, in the interval. As you well know, I have long cherished the hope that an opportunity might be given men of our country to make your acquaintance, believing as I do that it is of the utmost significance to future relations between the English-speaking peoples that acquaintances and friendships of the kind should be made and cemented, and that in this connection your own personality should be known and appreciated at its great worth. I shall say nothing to anyone here of the possibility of your coming to Canada, until after I have seen you, but I hope that meanwhile you will not finally commit yourself by way of acceptance of the Montreal invitation without some reservation on behalf of Ottawa.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35950

102(13)

The Roxborough,
Ottawa, February 10, 1918.

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

Dear Mr. Rockefeller:

It is taking me longer than I had contemplated to finish the mss. of my book, and I am beginning to feel that a break of a day or two would not be unprofitable. In the circumstances, I have thought I should like to spend the coming week-end in New York, and instead of mailing the next couple of chapters would bring them with me to New York, if there were a prospect of being able to see you. A talk with you is always a help and a pleasure to me. It is so long now since we last met that I do not like to anticipate a further delay in seeing you, especially as my time is my own in a way it has not been for a very long while.

Would you kindly let me know if you will have a moment free on Monday or Tuesday, or if an appointment on some other day would be preferable or more convenient for you.

Yours very sincerely,

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35951

102(13)

26 Broadway
New York

February 13, 1918.

Dear Mr. King:

I have your note of the 10th. So far as I now know, I am expecting to be in New York on Saturday and Sunday of this week, as well as the early part of next week. Billy Sunday is to be in New York on Monday next, and I am committed to a noon meeting and luncheon with him, also an evening meeting. However, if these engagements prevent my coming to the office, I will have some time during the day. I expect to be in the office as usual on Tuesday. It will be a pleasure to see you, and I shall be glad to know just when you are to come, as soon as you have made definite plans.

Very sincerely,

John D. Rockefeller Jr.

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

Probably Monday will be a good day for me Especially if all offices are again closed by the Fuel Administrator on that day as for several weeks past.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35952

Mr Richardson

UNIVERSITY OF MICHIGAN
ANN ARBOR
DEPARTMENT OF ECONOMICS
POLITICAL ECONOMY, SOCIOLOGY,
BUSINESS ADMINISTRATION

HENRY C. ADAMS
FRED M. TAYLOR
CHARLES H. COOLEY
EDWARD D. JONES
I. LEO SHARFMAN
GEORGE W. DOWRIE
WILLIAM A. PATON
WARREN S. THOMPSON
WILBUR P. CALHOUN
ARTHUR E. WOOD
ROY B. COWIN
HERBERT N. SCHMITT
RAY V. LEFFLER
HUBERT L. THORNTON
WILLIAM S. KREBS
RUSSELL D. KILBORN
LESTER B. VINCENT
A. PHILIP WARRINER

904 Olivia Place
Ann Arbor, Mich

Feb., 24, 1918

Mr John D. Rockefeller Jr.,
Newyork City.

Dear Sir:

May I take the liberty of enclosing to you a discussion of mine on the fundamentals of discipline and loyalty in organizations? It is an effort to transfer cetain conceptions from military administration into the domain of business management.

My only excuse for troubling you is that I think you are one of those men of affairs who have an interest in what students of business administration, in the universities, are discovering and teaching.

I remain, Sincerely Yours.

Edw. D. Jones

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Bases of Discipline and Loyalty 35953

Mgrs 10 - Sheet 1

(Beginning at the bottom of page two)

MINUTES of MEETING of the INDUSTRIAL MANAGEMENT COUNCIL held Sept. 11, 1917, in the Rooms of the old CHAMBER OF COMMERCE, at 6:15 P. M.

30 Representatives from 30 Plants.
30 Visitors from 15 Plants.
Total of 80 from 30 Plants.

MR J T HUTCHINS: (ROCHESTER RAILWAY & LIGHT CO.): "Before starting in with the regular program of the evening, Miss Bingeman, of the Chamber, who has a very live interest in a very live subject, "Live a little Longer", has an announcement she would like to make."
MISS BINGEMAN (STAFF): "The Public Health Committee has asked the cooperation of the Industrial Management Council, and particularly of the Managers in the matter of bringing to the attention of your employees and the wives and daughters and sisters of your employees the Health Education Lessons, which the Board of Education is giving in several of the Rochester Schools. 23 of these courses have been given in 18 of the Rochester Schools to over 800 women. There ought to be 8,000 within the next year. There can be if the men here do what the Public Health Committee believe they can do. Where you have the employee nine hours, his wife and family have him fifteen hours. This course is to teach his wife, daughter, sister and mother to look after him, particularly in his home, to prevent sickness, to take care of him in the small illnesses, and to keep the family well, so that he does not have to sit up all night taking care of a crying baby. Women are still doing in the matter of health what their grandmothers taught them do to, or what they have accidentally picked up. What these lessons teach them is, "The Care of Children from Birth, Home Care of the Sick, Causes of Sickness." and so on.

Mr. Thompson, of the Camera Works, and Mr. Rutan of the Premo Works, got together the girls in their factories, and had so many that the Board of Education had a special class for them. 15 is enough to start the course. The Board of Education prints as many of these leaflets as are needed. We will furnish as many of these posters as you want to put up in the factory. We have had a four page leaflet printed, giving you from your point of view the idea of what the whole thing is about, what is does and how it does it. Also single page leaflets. Getting the women employees together is one thing, getting the wives and sisters of the employees is another. We would like to have you help.

The persons who give the lessons are a doctor and a trained nurse, and the Board of Health is responsible for what is taught."
MR HUTCHINS: "Now Mr. Sutton has a few announcements to make."
MR SUTTON (STAFF): "Mr. Chairman and Gentlemen: This is the opening meeting of the Fall Program of the Council, Next Tuesday night the Employment Men open their meetings, and thereafter all the other group meetings will be in the new building.

Mr. Booth and I are comparative strangers to you, and we have worked pretty hard this summer in getting up this program in conjunction with our committees. We have not all the good men we have gone after, but we have got some of them. We sent out a questionnaire asking for suggestions as to speakers and topics, and received practically no replies. Hence we are working along our own ideas so far.

The mass of material going out will undoubtedly fill the notebooks which were provided last year. If you want more note books we

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

have them here. Our library is now in the hands of our new Librarian Miss Bergh and you should use it. Feel free to come to the staff at any time for any information in our line, of which you are in need. We want you to work with us, and we will give you the best we have.

MR HUTCHINS: "Since the last time we met some months ago, we have felt in our organization what all of us have felt in our irdividual organizations, the loss due to the draft of some of our staff into the national service. In this case not a draft as we generally look upon it, but a draft as felt by the duty of the two men who are no longer with us. Mr. Emerling and Mr. Bowers thought it was their duty to serve their country directly. I feel that if there ever was a reason for this council being in existence for the work which we are doing, that reason exists now. The necessity is greater at the present time than it ever has been in the past, and I doubt that there will ever be future time that there are the possibilities which we have at the present time. I feel that the question of close cooperation which can be carried out in our work through this association is going to give us returns at this time away beyond our expectations. But it is going to come about simply as we put into it our individual effort. And I know from our experience in the past that that effort will be put forth by each and every one of you. We finish one day's work, and think that the problems are well in hand, and we come to the office - sometimes before we come to the office - new problems arise, problems which we had no thought of, when we left the previous day. In many of these problems we can be materially helped through cooperation. Conditions are entirely different from what they have been, and I know from the work which is being done that we are going to have this cooperation. We are getting it, but we can get a great deal more of it, if we, each of us see to it that we do our utmost. I am not going to take any more of your time because I know it can be much more profitably used in hearing from the speaker of the evening, who comes to us after having spent a year in investigation of business administration of manufacturing institutions throughout the country, and I feel that we are particularly fortunate in having with us Prof. Edward D. Jones, of the University of Michigan, of the Business Administration Department. Prof. Jones is well known to many of you, and I know that after you have heard him this evening, that he will be still better known. Those who have not known of his numerous works along our line will be particularly interested in them. I am not in a position to say what Prof. Jones is going to talk to us about, but I am going to leave him to announce his subject. I take pleasure in introducing Prof. Jones."

PROF. E C JONES: "Ladies and Gentlemen: I will go on then, with the introduction, and say that the subject I have to bring before you is, The Art of Handling Men as It Is Developed in Military Administration, and, What the Business Man may get from that Body of Experience. In short, What has Military Administration which is of consequence to the Business Administrator. As the Chairman has said, I have been enjoying a very profitable year learning something about my subject, by traveling around and visiting business men. I am not going to bring before you, however, any of the results of that very profitable year of investigations. Those things are only too familiar to you. I am going to ask your attention to a subject

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

which may seem to you to come from a very different department of life's action -- from a new and strange domain -- and, perhaps, it may not posses interest for you. Conditions are serious now, and men of affairs are intensely occupied with them. The nervous strain of carrying on business under abnormal conditions is such that many of you, no doubt, have not the inclination, nor the leisure, to do outside reading as in normal times. But now is a period of stress; now is a germinal period. We are in a crisis. All great departments of human action will take new courses after this period is over. We will have then to deal with a very different economic condition than we have had in this country; and we should all be students, in order to observe the changing significance of events. I have confidence to believe that we shall profit by beginning, even in these times of very great anxiety, to study in a more profound way the art of administration, to study the fundamental principles of administration, to recognize them wherever they may be found, either in business or military experience. Now is a particularly opportune time to study military administration, when we see the dramatic process of war going on. We now have an opportunity to see what this art of military administration is, when it is in process, and when books concerning it are being published in large numbers. As I walked along the main street of the city this afternoon I saw a case in a store window devoted to works on military administration. Such works were unknown to most of us a few years ago. Let us, then, raise the question, What can business men learn from military administration? The increase in the size and complexity of business has compelled business to become more a matter of management of affairs: more and more a matter of administration. Management is not a new art. Administration is not new. The art of business administration is new, but that is simply a new application of old principles. Some of the older branches of administration are, the conduct of government, and the administration of war, the guidance of diplomatic affairs, the administration even of the church. Administration of goverment differs from business, in that there are more concessions made in government in the interest of conservatism and safety. There is a more elaborate system of checks and balances. You have the limitations of the Constitution; you have the limitations of a debating society, -- the legislature which passes on the laws, -- and you have the interpretation of laws by the judiciary. So there are dissimilarities between business and governmental administration. War, which is an equally old branch of administration, is much more like business administration than is the operation of government. More power is concentrated in the hands of the leader. The action is more free, and prompt, and personal. You get much the same practical atmosphere, and you have much the same practical principles as those which are familiar to business administrators. The study of war is fascinating as the record of the doings of great men. We are proud of the great "Captains" of industry of this country. There are the "captains" of war analagous:- Frederick the Great, Napoleon, Wellington, and Nelson. Nelson should not be forgotten in the list, because he is the particular patron saint of our naval officers. And we must include among these military captains the great leaders of the North and South during the Civil War:- Grant, Sherman, Lee and Jackson.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

In Military administration can be seen the fundamental principles Preliminary preparation is shown by Wellington's exceedingly careful preparations of his Torres Vedras lines of the peninsula of Portugal, so that he would have a place to escape when the French armies came for him.

Concentration of aim, is illustrated by the tactics of Napoleon, in concentrating all of his own forces upon some portion of the enemy's lines, and in the confusion that ensued, striking again with all his force upon a disorganized portion of his enemy. He always had more men at the point of action than the enemy. Exactly the same principle is shown by Nelson, who made the profound study of the wind currents in the Mediterranean, so that he would know how to back his vessels, and form a double line, to surround a portion of the enemy's fleet, and concentrate his fire.

A Planning department has been developed in military administration as nowhere else. The best example of this is in the German army as developed by Von Moltke -- not the present general but the first Von Molke -- and illustrated by the magnificent mobilization of the German army. Mobilization for the Franco-Prussian war of 1870-71 had been planned to the utmost degree of completeness. So finely was it calculated in that war, that Von Roon, who was in charge of it, said that when it was taking place he never had a period so much like a vacation in his life. Nothing had to be changed after it was started. There is abundance of suggestion in the study of military administration, of principles which it would be profitable to discuss if our time permitted.

Organization of Will Power

The great common ground between military administration and business Administration, it seems to me, is in the organization of will: the means by which you provide in a group of men for harmony of mood, harmony of attitude, or the desire of all to accomplish the same thing. This is what we call ccoperation, or the right mental attitude toward the project in hand. The value of military administration for business administration is chiefly in that part of handling human nature, which military writers sometimes call "the psychology of the service". The discussion is usually divided under three heads: the means by which you secure discipline, the means by which you secure esprit or esprit de corps, and the means by which you secure morale. I would like to take up these three things for our discussion. Each one builds on the other. Discipline is the A B C of administration; esprit grows out of it; while morale is the more philosophical side of the subject. Discipline deals with the A B C of authority and responsibility, (every function definitely placed, no one function in two hands, etc.) Esprit has to do with the development of a common mood or attitude with reference to the responsibility of the subordinate to the authority of the superior. And morale is the final moral state or fine understanding which results from the harmony of a group of men in holding profound convictions together. These three conditions rest upon one another, like the strata of stone in a foundation. They are not the same, but they all grow out of the same roots. They all have to do with the attitude of the individual toward the "prime points" of the organization. Any organization has a few prime points. They are, the authority, (the leadership); the orders, (looking toward the accomplishment of the aim or task); the response, (which is the technique, the means, or

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

the method); and, finally, the reward, (the reward and punishment).

Discipline

Let us take up discipline with reference to these prime points of an organization.

When we use the word discipline we at once have the picture in our minds of an efficient state, for when we conceive of discipline as existing, we conceive of a body of men as having been hammered into an organization, and being at the disposal of the executive, as the instrument for carrying out the will of the majority. Discipline therefore, requires certain things with reference to the authority. It requires the definite placing of authority, the reasonably permanent placing of authority, and an authoritiative source of orders. ~~authority~~. The executive who goes into a shop, and scolds his foreman in the presence of his men, and takes the authority away from him for the moment and deals with the men direct, himiliates his foreman and makes uncertain the source of orders, and so is inefficient with reference to that point of authority. The authority should be definite, reasonable permanent, and authoritative. Of course, to supersede an officer is to deprive him of prestige, and rob him of that very power which you have created him to exercise.

The next factor in discipline, with reference to the prime points of an organization already spoken of, is orders. Orders should be clear and concise. The more words you use the less clear your expression is likely to be. Conciseness and clearness only come by thinking things through, and knowing what you wish to say. It means prompt and cool orders, given in proper professional form. Promptness signifies much, especially in active affairs, as in the field evolutions of a body of men under fire. It means preparedness. The man who delays his orders suggests the idea to the men under him that he is not ready, and does not know what to do. Coolness: This indicates that the one giving the orders is in full possession of his senses, that he is willing to assume responsibility, that he is not overwhelmed by the situation, and therefore that he feels able to cope with it. Professional form means simply the proper use of technical language. From it the subordinate infers that the superior has experience, and knows the accepted use of language in that department of activity.

The response. Discipline requires that the response be willing, certain, and complete. All these are characteristics of natural reflex action. They imply action made habitual, and easy, without debate, and mental struggle, and with economy of effort. Prompt, quick, close, complete observance of orders is efficient. By complete is meant that it is not sufficient, from the administrator's standpoint, to simply give an order. It is necessary to follow things up. The fewer orders the better, because, if orders are short and few in number, they are more likely to be carried out. The man who piles one order on top of another to get his original orders carried out is creating confusion. In all phases of human affairs there is friction loss between the will of the executive and the responding will of the subordinate; and that friction loss means that orders must be followed up, by inspection, report, and otherwise, until the intended condition which the order is to bring about actually becomes a fact.

With reference to reward it may be said that the reward should be prompt, and certain, (always coming when the act comes, the proper act bringing the desired reward always, the improper act bringing the necessary punishment). That the punishment should be certain is more

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

important than that it be severe. Rewards should be prompt, certain, varied, and educational. A large part of punishments should be educational in their nature. Then, also, the punishment should be graduated to meet the particular case. We in this country have some absurd legal penalties which make dead letters of some of our laws. For instance, there are signs in the street cars in New York City which read:

> "Spitting on the floor of this car is prohitited. Any violation of this ordinance is a misdemeanor, punishable by a fine not exceeding $250, or by imprisonment not to exceed six months, or both."

I venture to say that no such severe punishments have ever been inflicted upon any one for such an offense. The only object of having a punishment, is that it will certainly follow the act. You must apply the punishment, too, without disrupting the force, and without raising personal antagonisms. It is very important, especially where there is open or public rebuke, that the personal factor should not be allowed to enter. There should always be a note of hope. The individual should not have hope taken away from him, and he should be told that the executive will be glad to recognize his efforts to do better the next time.

Esprit de Corps

Upon discipline is finally built esprit de corps, or the spirit of the group. In war we speak of martial spirit, while the negative attitude is the mutinous attitude, or the spirit of revolt against discipline. In industry we speak of the "habit of the shop" or the "spirit of the place", or use some equivalent phrase. In every closely associated body of men there takes place a gradual, quiet, and involuntary organization of mind. It is impossible to describe how it is done. It may be done without talking. It may be sensed from attitudes and from conduct without any words passing. A group of prisoners in a penetentiary can do it quite as effectively as a body of men talking freely with each other. I t may be said to take place inevitably. A group can hardly help doing it in the measure they are thrown together: on the whole it is desirable that they should. In a way too subtle to describe, here goes on a process of mind feeling out mind, until there is produced a preponderance of opinion, or a common attitude.

This opinion judges the leadership, (whether it is capable, friendly, broad minded, and square); judges the men, (as to whether they are capable, congenial, desirable to stay in contact with, and all that); judges the methods being used, as to their efficiency, and so forth. On all of these points a preponderating opinion formulates itself, and tends to take possession of the men, and thus become group opinion or spirit. This spirit may organize as a helpful or an antagonistic spirit. It may unite employer and employees, or it may simply (like labor union spirit) unite employees to each other, and emphasize the difference between employer and employees. It is important that the spirit or esprit should be helpful rather than harmful.

Spirit is something compounded partly of animal spirits, which are the natural good feelings of men, who are healthy, and well cared for. There is in it also the delight that people take in snappy, efficient action. A group of men delight in a first-class method, and they dislike slow, dragging, confused, and inefficient action.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Spirit also means the thrill of working closely with others. There is a natural instinct to work in social relation with others. There is pleasure in intimate cooperation. If two boys are playing ball, and one is called home, the other boy will not stay long to throw his ball up against a wall. He will not keep at it very long, if he has to play alone. The men of a military company take pleasure in elbow touch during the company evolutions on the drill ground. There is pure pleasure in group action. How many of us continue gymnasium work when it means exercise alone in a bedroom?

This esprit, or esprit de corps, is compounded also of confidence in one's own personal power to do the task. That confidence can only be developed by success in actually doing the task. It cannot be lectured into a person, or sung into him by patriotic songs. An individual cannot be assured of having it by any other individual, as by a superintendent. He must satisfy himself. That discipline which rests upon experience can never be developed until the thing is done. When each man knows he can do a certain thing, and when an entire force feels the same way, there is produced a spirit which makes it easy to do what seemed to be impossible before.

Esprit de corps also means confidence in one's comrades. If for example, an infantry advance is ordered over "No Man's Land", if the troups are experienced and reliable, they may be deployed, (that is a good space be permitted between the men as they advance). One of the chief concerns of men in that condition is, that as they run, and the mind is absorbed in the idea of the goal, they be able to ignore the question as to whether the fellows on either side are keeping up and doing their part. The reason why experienced troops can do what inexperienced troops can not do is because they feel that they can rely on each other, and they need not worry as to whether or not each one is doing his part; each can take that for granted.

Finally, broad confidence in leaders is necessary. It is necessary that there be finally found to exist in the leader a certain consistency in the giving of his orders. In issuing orders he not only succeeds in giving an individual order clearly, distinctly, coolly, with assurance, and in professional form but it is further discovered that one order follows another, logically, and that these various orders have a consistent quality; that they have a uniformity and dependability, and lead to something which is intelligible, and desirable as a final goal. There is a policy underlying them. Discipline has to do with the competence of the individual order: esprit desires to see int the collection of orders, an intelligent policy displaying itself.

Here a word may be said as to the relation of uniformity and severity in discipline. Let me quote Major Bell. He says: "It makes little difference how rigid the discipline -- how taut the requirements: if the discipline is consistent it will be a happy institution. Everything is run today as it was yesterday, and will be tomorrow: and all hands know what to expect. At all times everybody knows what can and what cannot be done -- what is expected or him and what somebody else will do -- and can adapt himself accordingly." Consistency is more important than strictness or severity. It is the unfairness that hurts rather than the severity.

A highly important part of this intelligent plan which is observed to be aimed at in a series of orders is the attitude of the leader, in saving the labor and toil of those whom he commands. Is

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

he sensible of the monotony of the toil performed by those whom he commands? Has he the capacity to put himself in the place of those whom he commands, and has he the desire to economize their labor. It is an extremely important point in winning the confidence of men, that you convince them that you understand their point of view. A watchful, fatherly care must finally be evinced by the management toward its men. This is not anything soft or sentimental, but a hard-headed proposition, that in joint action each must protect the other. Now, finally, there must be the belief that the task is worth while. After you get all the other conditions, and the task is underway, then, the question arises, Is it worth while doing? You cannot expect men to become wildly enthusiastic about the performance of a thing, if they get the feeling that when it is done, it will not be worth while. This belief may be based upon the observation that what has been asked before has been worth while. Belief is powerfully stimulated by explanation of the significance of the work given out. Here is an opportunity for the business administrator to improve; to make a more skilful explanation of what the task is, and the reason why it should be done. To take an instance from military duties, in every camp there is an incinerator pit for every mess, where the refuse is burned down to an eseptic condition. Everything that can be, is burned up in these pits. One of these has to be dug. Now the men can be told simply to dig such a pit. But the art of administration calls for something more. The difference which brings in the art is that the superintendent adds to the order a word about the thing. "This is an incinerator pit. Every camp has to have one. It is a health precaution." So the men know the purpose of it. They can think beyond the thing to the welfare of the camp which it insures.

Esprit shows itself to the outside world in pride in the organization. Famous regiments have developed marvelous spirit. The Iron Brigade of the Civil War came from Wisconsin. Men fought for membership in the Brigade, and did heroic acts as members. So men are thrilled by the words "Coldstream Guards," or "Death's Head Huzzars," Recognized distinction in anything is important in inflaming and developing spirit. The distinction may be in production record, or accident record, or the score of a ball term. Wolsely says: "The soldier is a peculiar animal. He must feel that his regiment is better than any other regiment." I do not think that is peculiar: I think it is human. Pride can be used in business as well as in military affairs. Spirit easily concentrates on an outward symbol, as on a flag. The mascot of a regiment is an important thing. A mule or a goat or a baby lion may help greatly to crystallize spirit. Symbolism is a power which we frequently do not use: an instrumentality overlooked in securing results. You may have seen the account of how one of Carnegie's managers, in the early days of the steel industry, used to put a broom on the top of the stack which had the record for production. That broom developed wonderful energy in the men. Mr. Schwab in his little book tells of going into a shop whose record was not particularly high. He asked the furnace foreman how many "heats" he had made that day, and on being told six, he marked a big "6" on the floor with chalk. Coming through the next day he found a big "7", the record of the night shift. Then competition awoke, the records were broken, until finally that shop, from being one of the poorest, became one of the best: all from chalk marks

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

placed on the floor. Spirit may be shown by jealousy of the honor of the organization. When pride is very high, as in the case of the crack regiments referred to, men become so extremely proud that they may be difficult to get along with. They will resist with the quickest of response any effort to degrade or belittle their organization. Group pride sets a level for self pride so that men refrain from doing any act which does not comport with the dignity of their organization. You have a high mean of conduct. The individual will not do anything to lower the level of honor he has set for himself in view of the fact that he is a member of the organization.

High spirit produces a number of other results. It attracts men to an organization. Spirit is attractive to men of spirit. They want to get into an organization which has a high standard and is famous. There results a select personnel. Those who cannot keep up the pace get out and new recruits swarm in. So the organization takes its pick. With a careful selection of men, capacity for accomplishment increases. Caesar's little army in Gaul, composed of a few thousand Romans, put to flight numerous armies, many times its size; so that the wonder of the world since then has been how those few Romans could do it. Caesar developed in them a spirit so high that they could not be defeated. The Roman legion was never defeated so long as Rome kept to her policy of always learning from her enemieas, of never fighting against Romans, and of requiring military service from her citizens. The Roman legion was never defeated as long as they held those three principles.

Morale

This stands above esprit, as esprit or spirit stands above discipline. It is a more profound and philosophical thing than spirit. It is produced in the same ways that the others are produced. There must be response to authority, to rewards, and to aims, as in other cases. Discipline is absolutely essential, and spirit is essential. Then, if the supreme virtue of leadership exists, the final outgrowth is Morale. Morale is the comprehensive judgment of a group of men upon the project with which they are connected. It is their approval: it is not easy to earn. Lincoln's famous saying was, You can fool some of the people all the time, and all the people some of the time, but you cannot fool all the people all the time. This is no more true of politics than it is of business administration.

If the judgement of a group of men condemrsan organization in the fundamental aspects of its administration, to such an extent that the loyalty is weak, then the executive finds himself confronted by a lack of morale. This makes itself felt by a steady, pervasive, persistent opposition which meets him a practically every point. It wearn him down. Perpetual friction burns up the precious flame within him, without producing results. The opposition takes the form of careless, or irregularity of attendance, or misunderstanding of motive. The leader is not given the benefit of the doubt -- there is no faith. It takes the form of soldiering. There results, of necessary, an adverse selection of persons. The executive cannot get the best men to come and stay with him.

On the other hand, if men approve, then the executive finds them deferential, quick in their response ot his expressed wishes, teachable, regular, dependable. They are confident in undertaking any new thing, More than that, they are enthusiastic; and - finest

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

of all - loyal. Loyalty comprehends, perhaps, most of the other things. Morale is then the supreme confidence of the men in their leaders, in themselves, and in their cause.

Now, as to the confidence in their leaders. Discipline we saw was confidence in the individual order. Esprit was confidence that in a group of orders, considered as a series, there would be found an intelligent underlying plan. Morale develops when it is revealed that the leader can not only give an individual order, and that an intelligent plan exists, but when it is shown that the plan is crowned with success, and that success results again and again. For instance, a campaign, occupying a whole season, results in the objects of the campaign being gloriously achieved. Morale comes when men follow leaders long enough to be convinced of their courage, of their ability to win success, of their devotion to the cause, and of their devotion to the men themselves.

Let us illustrate the effect of morale. Wellington said that when Napoleon was present with the French army, it was like adding twenty thousand men to it, because that army had the confidence, when Napoleon was there, to do as much more as twenty thousand men would do. There is another point with reference to the leader. Devotion is a mutual thing. I will illustrate that from Mr. Hartness, General Manager of the Jones and Lamson Machine Company. In his book he says "My men will do almost anything for me. And he adds, "I suppose that is simply the result of the understanding on their part that I would do anything for them." The proposition in other words is a matter of giving and of response, The reaction of morale in the ranks upon the leader, is very interesting. When a body of men develop morale what does that do for the leader? How does it affect him? Leaders in this world, do not so much do what they wish, but what they can. They are limited by the agencies put in their possession, and which they have confidence will respond to their desires. If a leader knows that his men will put the best interpretations upon his motives will try to understand him, and will vigorously perform what they understand to be their duties, then a whole world of mere possibilities become practicalbe expedients. They can be used, whereas before, they were simple dreams of what might be done under ideal conditions. Such a leader has a freer hand in the choice of policies. He is greatly improved in the speed of his performance, and in the rapidity with which he can pile one result upon another. His plans have greater flexibility. Freedom and daring mark his choices.

Second. Morale is based upon the confidence the men have in themselves. We come back again to the same fundamental points. One of the best things experience does for us is to reveal to us ourselves. The only way we learn of our own powers is to come into contact with others and with natural forces, and find out. The only way of becoming thoroughly convinced about ourselves is to get into some field of experience, and to live life. We discover than latent talents which were otherwise undiscoverable. We discover little-suspected powers of endurance. The amusing thing is that, in spite of all the conceit there is in the world, experience usually teaches us that we can endure much more than we fancied we could -- and live through it and enjoy it. That was illustrated in the Civil War. The veterans who came back were different men than they were when they went out, and different from those who staid at home. They were more masculine -- there was more iron in them. There was a

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

certain quiet consciousness of power. The campaigns had revealed them to themselves. This means that life is a process of character forming, and that the performance of the task set is a part of the process of developing character. That is as much true in industrial life as in military campaigns.

Third. Morale is confidence in the cause. Is the object right, is it worth while, is it sound ethically? Let me explain that last word. "Ethics" is used with so much cant, and humbug and hazy sentimentality, that there is a bad atmosphere which hangs around it from misuse. It is simply the name we agree to apply to the more significant of the social bearings of a course of conduct. That is the sense in which I use the word ethics here. What is necessary in joint action is that the cause conform to the existing standards or ideals of the group as to what is right. It is necessary that programs of action, which are to d evelope morale in the men who put them through, should conform to the standards of right of the time. To put it in another way, the tendency or social bearing of the force you wish to exert through organization must be in harmony with the dominant constructive and progressive tendencies of the age. To work against them means that a man is continually torn with internal dissension. He is conscious of doing a certain thing in one department of life, and then neutralizing it by doing something opposite in another department of his life. Men desire to live whole and complete -- to create an inner and outer harmony. All this we try to express by saying that a thing is"right". "It is a square deal." "It is service" To get these relations right, and to make them clear to the men in the ranks, is one of the great tasks of the administrator.

Let me take up the point of interpreting your aim. Advertisers have found that it is more profitable to advertise a laughing, healthy child, if you wish to sell breakfast food, than to talk about proteids and carbonydrates and the science of nutrition. Advertisers have found that it is more advantageous to show a picture of open air life, with a family having a picnic, -- father, mother, children and friends altogether -- in order to sell an automobile, that it is to talk about bearings, and alloys of metals, and the technique of internal combustion engines. It has been found by the Spencerian Pen Company more profitable to talk about the character revealed by handwriting than to talk about the quality of the steel in the pen. This all conforms to what may be called the theory of "playing the thing up"; a thing is coupled to something else, and takes on some of the dignity and significance of the thing of which it is made a part.

The executive has to "sell" the job he gives a workman as much as he has to "sell" his product to the consuming public. If he fails in this he need not expect efficienty in production any more than, without proper advertising, he can expect sales. There is profit in interpreting the significance of the task to the employee, so that he will think the job worth while, and monotony will be banished by the development of interest.

Is there a fine art underlying the technique of the task. Is there an interesting mechanical problem in it? Is there a problem of developing skill, efficienty, and character connected with the conquering of the difficulties of the task? If so, bring it out. Is there an interesing sequence or a close coordination between the work

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

of different departments? Much can be accomplished by the visualization of the hidden and finer meanings of a task.

The American Telegraph and Telephone Company is interpreting the action of the telephone girl when she places a plug in the switch board. They want her to feel that she may be unlocking a dram -- a tragedy or a comedy -- in which she may be called on to play the part of heroine. Tragedy is human nature in extremes. A girl at the exchange can never tell when, by quick and intelligent action, she may help some one who is sick and crying for aid, or when she may bring lost relatives together. Stories of unusual service are published in the American Telegraph and Telephone Company's magazine to show the significance of the work. These revelations are changing the class of girls in this country who go into that kind of work. Educated, refined, sensitive, women are taking the places of the former flippant gum-chewing persons.

Can you intepret carelessness on the part of an assembler or a packer of skates, into the idea of a child disappointed, on the edge of a pond, and unable to take part in the sport with the other children, because some clamp is missing?"

These are all cases of a well known principle which has its particular applications in every department of human action. This idea of "playing the thing up" is expressed in art, by the phrase "Dignify your subject". The great masters never degrade the subjects which they make the center of their canvasses. The objects which they wish to emphasize may be set off, for example, against a background of subdued brown colors; or the arrangement of all secondary objects may be such as to make the eye travel naturally toward the center. "Dignify your subject."

In logic the same principle is thus defined: "The value of a thing is only understood when it is stated in terms of its most significant meaning." Many men get into the bad habit of degrading the conception of things. They express things in terms of their worst and weakest meanings. From what is intended to be criticism they fall into mere disparagement. No worse habit can possibly take hold of a man than this. It is the very reverse of efficienty in dealing with men. The talent wanted in the leader is the ability to make men see what is worth while in the work which is to be done.

In ethics the same principle is: "To be sure of your conduct, identify yourself with a great cause." Become enthusiastic in a great cause, and the details of conduct take care of themselves. Enthusiams for an ideal releases one from fear as to conformity in matters of detail.

We have spoken of the ultimate aims of organized action. Men are interested, in this world, mainly in two things: in themselves and in other people. One object of the executive art is to tell the worker what his task means in terms of his own interest, what it signifies as a means of self development, how it will contribute to the enjoyment of the rational objects of life, and what it involves of service to others.

A word in conclusion. Administration seems to me to be the greatest of all occupations. I think you gentlemen are to be congratulated. You are the most fortunate men in the community, to be put into a position where you deal with that delicate, complex thing, human nature. The opportunities are limitless. One can grow to the very edge of the grave, always learning. Much is given you in the way of responsibility; much will be exacted from you. Judg-

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

ment will be passed upon you by those who are working with you. I think that the business administrator can learn from any department of literature, or from any body of experience which reveals to him what human nature is, or which shows the processes by which men, in any department of life, have learned to work together in joint action. One of the most important things lying before us, in our effort to make the business of the country more efficient, is to study more broadly the various branches of administrative art.

MR HUTCHINS: I want to say that Mr. Jones will be very glad to answer any questions that this talk may have brought to your minds, or that you may have. From his wide study and experience he may be able to help us."

MR SUTTON (STAFF): "We are particularly interested in finding plants which are doing something worth while, so that we can visit them. Possibly you can give us information on that point.

PROF JONES: "I have been interested in the methods which business administrators are using in handling the human forces at their command. Interest seems to center at the present time upon the problem of choosing and selection the employee, -- of finding just the man for the position, or finding the work that he is best fitted to perform. There are a considerable number of establishments where the employment managers are not especially educated. There is as yet no way of educating men for that work. They come from different sources, and are trying in different ways to solve their problems. These managers seemed to be mainly endeavoring to look over the man -- by some process more or less uncanny to diagnose their mental power and the character. The physical examination takes care of itself. You need only to draw in physicians expert enough in order to get an examination that is adequate. But when it comes to plotting character, employing officers seem to be in a quandry as to methods. Miss Katherine Blackford's ideas were employed in some cases. But I don't remember of finding a single one of these managers who had made what you might call a careful study of the talent requirements of the job; -- who had made what might be called a "job analysis" in terms of the abilities required. I do not understand how a man is to be placed scientifically unless you know what the task calls for. It is a fifty-fifty proposition, half on the task, and half on the person. There are two ends ot the problem, each to be studied.

To answer the inquiry a little more particularly:
I have a book of addresses of men who are more or less noted for doing some particular thing, and I would gladly give those names to Mr. Sutton or any gentlemen here. There are many concerns where experiemtns are being tried. American business may be conceived as a world of business experimentation. It is for us to ask ourselves Where is this think done the best? or Where have unusual difficulties along this line been solved? We want to diagnose the conditions under which things will be particularly well done, so we can find the top notch performances, and educate ourselves by the study of them. I hope many of you will be sent off to study these supreme cases all over the country, and gather data by which you can enrich your own ideas.

MR STEVENSON)ROCHESTER FOLDING BOX): "With regard to the Jones and Lamson plant, located in Springfield Vermont, in the mountaines in a small town, where the development is not due as a whole to location, can you develope spirit better in a plant located like that one or car-

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

you get that development better in a plant like the E W Bliss plant, in Brooklyn? I know particularly in the Jones and Lamson plant, that they had been operating that plant for some 18 months before the war piling up in a warehouse, lathe after lathe simply because of Mr. Hartness's idea that the men depended absolutely on the plant for a living. The point is whether or not you can develope spirit better in a thickly settled community, like a large city than in a small place like a village."

PROF JONES ""I did not go up to that plant. My own sympathies are in the direction of country life. I deplore the conditions that sometimes exist in cities. I think, in the cities, there is an unconscious feeling of struggle to assert yourself as an individual, in or not to retrograde into the low grade mass and lose individuality. Men in the city often wall themselves in. They are over - whelmed by the situation in a city. I should not give up the American city, I should make a fight for it, but I should distinctly feel that I had taken on a handicap there as distinguished from being in a village. I look to the American village as the fitting location and setting for ideal American life. By proper planning the village may be made charming. There the inhabitants may become acquainted as neighbors. There recreation may take simple and nautral an inespensive forms. The resident sections around Garden City, where the Garden City Press is located, are delighful, If I were en employee I would go across the United States to get into some such place. But I am, perhaps not a typical American."

MR BAYLE (PFAUDLER COMPANY): "I think the fact that we don't have many questions to propound to the Professor is evidence of the fullness with which the subject was covered. I think we are extremely fortunate in having the Professor with us. The Professor talked about men living in cities and writing books. I think we have heard morethis evening than we could learn from a hundred books, and I move a standing vote of thanks to the Professor for what he has said to us this evening."

The motion was carried.

Adjourned: 8:30 P. M.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

35967

March 23, 1918.

Dear Mr. Rockefeller:

Dr. Edward D. Jones of the University of Michigan sends you a typewritten account of his lecture comparing military administration with that of business management. I acknowledged receipt of the letter some time since and am simply calling your attention to it and stating that Dr. Jones' paper presents material which is very interesting to me.

He refers to the fundamental principles of military administration, i.e., Preparation, Concentration of Aim and Careful Planning, and relates them to business management. The matter of handling human nature, which is the fundamental thing related to both military and business administration, he treats under three heads: The Means of Securing Discipline, The Means of Securing Esprit de Corps and The Means of Securing Morale. These all, he claims have to do with the attitude of the individual toward the principal points of organization and that these points are Authority, Orders, Response and Reward. He treats at length the three main points Discipline, Spirit and Morale, and makes on the whole a good presentation.

It may be that you will care to look over certain parts of the paper as they do treat interestingly the matter of individual relationships in business.

Yours very truly,

W S Richardson

Mr. John D. Rockefeller, Jr.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35968

March 14, 1918.

My dear Sir:

On behalf of Mr. John D. Rockefeller, Jr., may I express sincere regret that your communication of February 24th has been so long unanswered. Mr. Rockefeller was taken ill about that time and we had expected that he would be able to see your communication much before this. He has been compelled to go away for a short period of convalescence. As soon as he returns we shall take pleasure in presenting your letter and the article you kindly sent him.

Yours very truly,

W. S. Richardson

Dr. Edward D. Jones,
905 Olivia Place,
Ann Arbor, Michigan.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35969

102(13)

The Roxborough,
Ottawa, February 26, 1918.

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

Dear Mr. Rockefeller:

I have spoken with the President of the Canadian Club of Ottawa, and an invitation will be sent by Mr. Macpherson, the Secretary of the Club, inviting you to be the Club's guest at luncheon on Saturday, March 30th.

I merely mentioned to these officers that I had ascertained that you were considering the acceptance of an invitation to address the Canadian Club of Montreal at the end of the month of March, and that, having been in New York during the past week, I had urged upon you to give favourable consideration to a request made a year or two ago from the Ottawa Club, while considering the invitation from Montreal. I indicated that there was a possibility of your doing this should an invitation be extended at this time. Needless to say, both gentlemen were much gratified at what they were pleased to regard as my good offices in the matter.

Except for the misfortune of your being in isolated confinement during the last two or three days of my stay in

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

New York, the visit would have been one of unmarred satisfaction. I have returned to Ottawa much rested in mind and heart as a consequence of the talks with yourself and other friends whom I saw while there. I always feel the better of a little time spent with you, and there never was an occasion when I felt more in need of an interchange of thought than on the occasion of this last visit. I am looking forward now to seeing you here. That will be one of the very real pleasures of my life.

May I again express my gratitude for the kind consideration you have given my present and future concern, and my most cordial appreciation of the kindness shown me by Mrs. Rockefeller and yourself while in New York.

With the earnest wish that you may soon be out and about again, I am,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35971
102(13)

The Roxborough,
Ottawa, March 1, 1918.

Mr. John D. Rockefeller, Jr.,
10 West Fifty-fourth Street,
New York.

Dear Mr. Rockefeller:

With regard to your proposed visit to Canada to speak before the Canadian Clubs of Montreal and Ottawa, it has just come to my mind that the dates provisionally suggested happen to fall on Easter week. Friday, the 29th of March, is Good Friday, and in the Province of Quebec that day, for religious reasons, is a public holiday. I therefore doubt very much whether that would be a good day for you to speak in Montreal. So far as the day following for Ottawa is concerned, the fact of it being part of the Easter vacation would make but little difference here, except that possibly members of the Government and of Parliament may take advantage of the holiday for a brief vacation. I imagine that for you, personally, Easter week is one that you would wish to have with your family in New York.

With these thoughts in mind, I have just had a word with Mr. Macpherson, the Secretary of the Ottawa Canadian Club, who has already written you, and he mentions that, should you prefer a later date, the Club could conveniently arrange to substitute Saturday, April the 13th for Saturday, March the 30th. There is just a possibility that Saturday, April the 6th might be available. At present that date is fixed for the Archbishop of York, but we learn confidentially here that the vessel by which he left England was turned back or damaged by a submarine, and that he was obliged to arrange to sail at a later date, which will bring him to New York at the end of this week instead of near the beginning of it. That may make it necessary for him to alter the dates of his engagements.

There is hardly any doubt that the Montreal Club would be glad to substitute a Friday in the early part of April for Good Friday; but until we hear from you that you have decided on a different date for Montreal, we shall keep

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

the Saturday of Easter week reserved, and will also keep free of any other possible engagement the second Saturday in April, with the possibility of being able to arrange for the first Saturday in April should a change come in the Archbishop's schedule.

I really think Good Friday would be an unfortunate date for Montreal, and no doubt some other Friday would be preferable to yourself. If, therefore, you can conveniently arrange a fortnight's postponement of the Montreal engagement, I think that would be desirable.

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - I am sending this letter to your house, that it may reach you, if possible, before the end of this week.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35973
102(13)

26 Broadway
New York

March 2nd, 1918

Dear Mr King:

I am enclosing herewith a copy of my letter to Mr Birks, President of the Canadian Club of Montreal, and will communicate with you immediately upon hearing from him.

Your visit to New York gave Mrs Rockefeller and me much pleasure. I was glad to have the opportunity of talking with you at leisure about a number of matters, and gratified that the plan we outlined for the future seemed to fit in so well with our respective thoughts and interests.

I have gotten along nicely and am much better, - by another week I shall be out.

Very truly,

John D Rockefeller Jr

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

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35974

102(13)

March 2nd, 1918.

Dear Mr Birks:

In line with the letter which my secretary wrote you on February 23rd, at my request, answering your very courteous note of earlier date, and accepting on my behalf the invitation of the Canadian Club of Montreal - I have been hoping that some way would develop whereby I could carry out this plan, but now fear, much to my regret, that it is going to be impossible for me to do so.

The situation is this - I have been invited several times during the past couple of years to speak to the Canadian Club of Ottawa, and have been obliged to decline. This invitation has been renewed, and I feel that it should have first consideration. It has been my thought to accept it, if a date could be arranged the latter part of this month. I was hoping that it would be possible for me to speak at Montreal on my way, speaking at your Club say on a Friday at noon, and speaking at Ottawa the following day at noon. But this is the difficulty with which I am confronted - I shall not possibly have time to prepare two speeches, and would be obliged to use the same speech both days. If any comment or report of the speech in Montreal, however brief, should chance to be made in the newspapers, those newspapers would inevitably reach Ottawa before lunch-time the following day, so that the points at least of my talk if reported would be in Ottawa before the talk was given. This would, of course, detract materially from any interest which might attach to the talk in Ottawa, and is a consideration so vital as to seem insurmountable. If in any way this difficulty could be gotten round, I should be happy to reconsider the matter - I should greatly regret the necessity of withdrawing my acceptance of your very hospitable invitation.

You see, I am placing myself quite in your hands, and shall be open to such suggestion, if any, as you may care to make.

My thought was to speak at Ottawa on Saturday at noon, March 30th. This would mean were some arrangement worked out, that I would be in Montreal on Friday, the 29th, which, however, is Good Fri-

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

day, and would therefore be an impossible date I presume for your membership, although entirely agreeable to me. The only alternative would be a week earlier or a week later.

Regretting the delimma in which I find myself, and with highest appreciation of the great courtesy shown me through your invitation, I am,

Very truly,

(Sgd) John D Rockefeller, Jr.

g.

Mr William M Birks,
President, The Canadian Club of Montreal,
Montreal, Canada.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH AND CABLE
TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

102(13)

FORM P.U.T.

CLASS OF SERVICE	SYMBOL
Day Message	35976
Night Message	Nite
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

450

P.3 40

176 MO MA 30

MAR 8 1918

MD NEW YORK NY 8

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

FIRST WEEK IN APRIL IMPOSSIBLE FOR MONTREAL SECOND SATISFACTORY IF AGREEABLE THEN TO OTTAWA WILL SPEAK IN MONTREAL FRIDAY NOON APRIL TWELFTH IN OTTAWA SATURDAY NOON APRIL THIRTEENTH PLEASE TELEGRAPH

JOHN D ROCKEFELLER JR .

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)

35977

FORM 2.

The Great North Western Telegraph Co.

OF CANADA

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

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

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

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

No employee of the Company shall vary the foregoing.

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

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

CUSTOMERS' TYPE-WRITER BLANK.	SENT NO.	SENT BY.	REC'D BY.	TIME SENT.	TIME FILED.	CHECK.

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

COPY

Ottawa, March 8, 1918.

John D. Rockefeller, Jr.,
10 West Fifty-fourth Street,
New York.

Saturday April thirteenth suits Ottawa admirably.
Club desires me extend cordial thanks.

MACKENZIE KING.

Chg.W.L.Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35978
102(13)

The Roxborough,
Ottawa, March 9, 1918.

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

Dear Mr. Rockefeller:

I received your telegram of yesterday mentioning that, if agreeable to Ottawa, you would speak in Montreal Friday noon, April 12th, and in Ottawa, Saturday noon, April 13th.

I immediately communicated with Mr. Macpherson, the Secretary of the Ottawa Club, and he intimated that Saturday, April 13th would suit the Ottawa Club admirably. I wired you accordingly, and am sending this letter that you may know this date requires no further confirmation.

I shall trust to your letting me know later on whether we may expect you in Ottawa on Friday evening at seven, which would mean leaving Montreal about four in the afternoon, or whether you would prefer spending the night in Montreal and coming on here Saturday morning. I think, on the whole, you would find spending Friday night here preferable to staying the night in Montreal, unless it should be there are friends in Montreal whom you may wish to see or who may wish to entertain you there. Should the train in the morning be delayed, you might experience a little embarrassment in consequence of the luncheon being at the noon hour.

I shall count on your saying quite frankly whether you would prefer, while in Ottawa, to stay at the Chateau Laurier, where the luncheons of the Canadian Club are held, or with me at my apartment at the Roxborough. Whichever you prefer, I shall count on your being my guest, as well as the Club's guest, while here, and hope that you will find it possible to accept the suggestion of a previous letter and spend at least one or two days here.

I was glad to know from your last letter that you have progressed favorably, and that you expect to be out again in the coming week.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I cannot say how pleased I am that you have definitely arranged for the two meetings in Canada on the dates which have been fixed.

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - I telegraphed you to 10 West Fifty-fourth Street instead of to 26 Broadway, knowing that you were still confined to the house, and that you would probably wish to receive a reply to your telegram at the earliest moment.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

102(13)

FORM 35980

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

1918

153 MO Z 15

MD NEWYORK NY 11

MAR 15 1918

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

LETTER AND TELEGRAM RECD GLAD TO ACCEPT INVITATION FROM OTTA-
WA FOR SATURDAY NOON APRIL THIRTEENTH

JOHN D ROCKEFELLER JR

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35981

162(13)

The Roxborough,
Ottawa, March 12, 1918.

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

Dear Mr. Rockefeller:

I am sending under separate registered cover, addressed to your residence, the manuscript of two additional chapters of my book, the chapters, namely, which relate to Principles Underlying Work.

They will be followed shortly by the manuscript of chapters relating to "Principles Underlying Health", and "Representation in Industry". The last chapter, by suggesting concrete methods in which the various principles can be best applied, will help to bring out the purpose of the book as one of service in the necessary readjustment and reconstruction of industry along lines which will most effectively further Peace, Work, and Health.

Please let me have a line acknowledging the receipt of the manuscript when it comes to hand.

In reading the manuscript, if you find repetitions here and there, please remember that when all the chapters are completed it is my intention to revise the entire book with a view to perfecting the order of arrangement of its material and avoiding repetitions wherever they occur.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35982
102(13)

26 Broadway
New York

March 12th, 1918.

Dear Mr King:

Your letter of March 9th is received.

As a result of the several telegrams which have passed between us, Montreal, Ottawa and my office, a plan satisfactory to all parties concerned seems to have been worked out and I am looking forward to meeting the members of the Canadian Club in Ottawa at luncheon on Saturday, April 13th, after having spoken to the Montreal Club in Montreal the proceeding day. I have written Mr Macpherson today confirming this arrangement.

It seems to me that it is wiser for me to leave Montreal on Friday afternoon, reaching Ottawa by the train which you say is due around seven o'clock in the evening. By this plan I shall not have to make two one night stands, but simply be in Montreal from morning until afternoon, spending the nights in Ottawa. Unless something unforeseen develops, I shall be glad to remain in Ottawa from Friday evening until Sunday afternoon, as you have kindly suggested.

I appreciate your hospitality in asking me to stay with you in your apartment at The Roxborough, unless I prefer to make my headquarters at the Chateau Laurier. If I will not incommode you, and if you will treat me with the same indifference and neglect with which Mrs Rockefeller avers I always treat you when you are our guest, I shall be happy to cast in my lot with you. You know I am entirely sincere when I ask you not to make company of me.

I am very likely to bring a secretary with me, but of course he could be made comfortable at the Hotel in any event.

As to a subject for my talk, what do you think of "Human Brotherhood; World Brotherhood." This is general enough to permit me to touch on any of the themes which are in my mind. Does it seem to you too vague ? Does this

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

strike you more favorably for a title - "The Brotherhood of Man; The Brotherhood of Nations" ? I shall appreciate any suggestions.

Although I have entirely recovered from the immediate effects of the mumps, the attack has left me very much depleted in strength, and I am finding it necessary to take a couple of weeks additional of quiet before returning to the office. Thank you for your kindly inquiries.

I am looking forward with much pleasure to this visit to you in your home, and only hope that my meeting with these two groups of men may not in its results fall short of what you are anticipating.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35984
102(13)

The Roxborough,
Ottawa, March 15, 1918.

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

Dear Mr. Rockefeller:

I am more than pleased to know by your letter of the 12th instant, just received, that I may look forward to having you as my guest while in Ottawa, and that you will come along from Montreal on the afternoon of Friday, April 12th, and, should nothing unforeseen develop, remain over until Sunday afternoon.

You always make me feel so much at home whenever we are together that I doubt if it would be possible for me to treat you as a guest, even were it in my power to extend the kind of hospitality I should like. To have the freedom of a day off together, with the opportunity of giving one or two of my friends the pleasure of making your acquaintance in a very informal way, is what I most look forward to, and what I also know will accord most with your own preference.

When we approach a little nearer to the date of your visit, I shall send you particulars as to the exact time of the Montreal and Ottawa trains. It is a matter of indifference, so far as the hour and pleasurableness of the route are concerned, whether you come from Montreal to Ottawa via the Canadian Pacific Railway or the Grand Trunk Railway; but as for returning to New York, the Grand Trunk would be preferable, as there is no change, but a car through direct. By the C.P.R., you would have to change cars at the station in Montreal about seven in the evening. Your office will be in a better position than I am to say as to the best connection between New York and Montreal.

Of the titles of your address as suggested, my preference is for "The Brotherhood of Man: The Brotherhood of Nations", notwithstanding it is the longer of the two. The title "Human Brotherhood: World Brotherhood" seems to have just an element of tautology about it, not in the repetition of the word "brotherhood", but in the use of the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

word "human" along with the word "brotherhood". The one seems to imply the other. In the expression "brotherhood of man", there is not a modification of the word "brotherhood", but rather a particular form of human relationship which is suggested.

I see clearly what you have in mind in the titles in the form in which they are presented. Might there not be an advantage in combining the two ideas in some single title such as "Brotherhood in Human and International Relations" or "Brotherhood Among Men and Nations". These titles seem to throw into relief the idea of brotherhood which you wish to have the underlying idea, and at the same time keep prominently to the fore both the human and world aspects which you wish to emphasize.

An alternative title which I should like to suggest as meriting consideration is the simple one, "International Brotherhood". I see its limitations as appearing to be confined to the international aspect of brotherhood. On the other hand, I am wondering whether, in the address itself, the idea might not be developed that all international good-will and co-operative effort must necessarily be the outcome of good-will and mutual service between individuals underlying the word "brotherhood", and special reference made to its application in the relations of industry, the church, the state, and all forms of social, political, or other activity.

What, as an onlooker, I see in the title "International Brotherhood", but which you, as the centre of interest, cannot see as others will, is what it suggests of the significance of your visit to Canada and of the addresses delivered here. Quite as much, if not greater, significance will be attached by the British and American public to your visit to Canada at this time, as to the particular things that may be said in your addresses. I think there is much to be gained, as respects promoting the very idea of brotherhood, by recognizing the international significance which the press is certain to give your visit to an adjoining country. Taken in relation to possible visits to other countries at some future time, there is much to be said for your at once preparing the public mind for the big objective of your life in all such visits, namely, the fostering of a conception of brotherhood among nations as well as men.

I am not in any way committed to this title in preference to the others, all of which have features of special merit to commend them, but I should like to suggest that you

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

turn over the themes you have in mind and see whether they might not be related with equal effect to this shorter title, which has a wholly natural as well as special significance, and has the advantage also of not being, in appearance, quite so comprehensive as the other titles.

I am sorry that the mumps have left you weakened, but that seems to be a part of their particular mission. I am glad, however, that you are taking occasion to renew your energy and vitality by a complete rest. You are scarcely able to realize what a tax upon your system as a whole your very heavy responsibilities necessarily are. Any circumstance which makes it necessary for you to take a rest which you otherwise would not permit yourself is not wholly without advantage as an investment in health. I hope it will prove so at this time, and that you will soon feel in first class shape again.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35987
102(13)

26 Broadway
New York

March 21st, 1918

Dear Mr King:

At Mr Rockefeller's direction, I am enclosing a letter which he has just received from Mrs Arthur L Drummond, a daughter of the minister who was connected with the old Church in Cleveland which his family attended. Mrs Drummond, Mr Rockefeller and his sisters were all baptized at the same time.

Do you think it would be wise for Mr Rockefeller to accept Mrs Drummond's invitation to stay at her house while at Montreal - or do you believe that Mr Birks would feel that he should go somewhere else ?

What do you think of Mrs Drummond's suggestion to speak at a gathering of the Women's Canadian Club ? To do this would mean reaching Ottawa later in the evening of that day.

Will you please returns Mrs Drummond's letter, which has not been acknowledged, with your reply at tour early convenience ?

Very truly,

Robert W. Gumbel.

Mr W L Mackenzie King,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35988

102(13)

The Roxborough,
Ottawa, March 25, 1918.

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

Dear Mr. Rockefeller:

Mr. Gumbel's letter of the 21st instant came to hand only this morning. I return herewith its enclosure from Mrs. Drummond of Montreal.

Should you wish to accept Mrs. Drummond's invitation to stay at her house while in Montreal, I see no reason why you should not do so. She would understand that you would have to be absent at the luncheon hour, and that the executive committee of the men's club would probably wish to have the opportunity of introducing you to members of the Club both before and after the luncheon. So long as this opportunity is afforded the executive, I imagine that, should you prefer staying at the house of a friend to going to a hotel, it would be wholly satisfactory to the executive to have you do so.

As to addressing the Women's Canadian Club in the afternoon, that also is a matter which I think should be one of your own preference. I do not like the thought of the men being selfish to the extent of monopolizing your time, but on the whole, I am inclined to think that, as you are to speak in Ottawa as well as in Montreal, and deliver the same address in each place, it would be better in some respects to confine your speaking on this occasion to the Men's Clubs, and not to attempt the Women's Club as well. Should you consent to speak to the women of Montreal, you may be sure that the Women's Canadian Club of Ottawa will also be after you to speak here. Having regard for all circumstances, I am inclined to feel that the general impression of your visit would be enhanced by viewing it primarily in the light of a message to Canadians generally, rather than as an address to be delivered to individual gatherings.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

In view of the very critical stage which the war has reached, I have thought once or twice of writing you as to the extreme care with which it may be necessary for you to consider in advance the possible interpretation of any of your utterances as an advocacy of an immediate world peace. Whatever you say at this time that is at all significant in regard to the war is certain to be cabled to England and Europe, as well as quoted, to the exclusion of all else, in America. You have, I know, weighed this aspect most carefully, and my purpose in writing is to emphasize the wisdom of your own convictions in the matter. If there are any parts of your address which you think of drafting, even as a guide in speaking extemporaneously, and concerning which you should care to have any frank expression of opinion from me, I hope you will not hesitate to write and give me the privilege, which I so much value, of speaking with the utmost freedom of points which I think should be critically considered. It is impossible to separate your personality from its identification with the vast interests of America, and it is for this reason that all your utterances at this time have to be regarded from both points of view.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35990
102(13)

26 Broadway
New York

March 25, 1918.

Dear Mr. King:

I have talked with Mr. Murphy and Dr. Vincent about a subject and we are all in agreement that the one which you suggest, "BROTHERHOOD AMONG MEN AND NATIONS," is the best. Dr. Vincent feels that any subject which uses the word "International" is apt to be misunderstood in these times and is capable of being construed as being intended along pacifist lines. This construction should of course eagerly be avoided. I have therefore decided on the subject mentionedabove and am writing to the two club representatives to that effect.

I am not writing out my address for when I do that I am utterly unable to speak without following the manuscript word by word. Of course I shall have notes. I think it rather important, certainly at the first gathering, that what I say should be taken down. Instead of my bringing a stenographer from New York I am wondering whether it would be convenient for you and agreeable to Mr. Macgregor to let him go down to Montreal and be present at the luncheon to take stenographic notes of what I say. Of course the expense involved I should want to bear and would be glad in addition to compensate Mr. Macgregor for the service.

I am awaiting word from you in answer to my inquiry about speaking at the Women's Club in Montreal. If I accept that invitation I shall not reach Ottawa until late that evening.

Shall I bring a dress-suit or a dinner coat? Will I need a heavy winter overcoat or is the weather apt to be mild about the middle of April?

The two weeks' rest in Lakewood has put me in fine shape again but I going to clinch the cure by spending the better part of this week in Atlantic City.

Very truly,
John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35991
102(13)

The Roxborough,
Ottawa, March 28, 1918.

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

Dear Mr. Rockefeller:

I think you have made a right choice in selecting "Brotherhood Among Men and Nations" in preference to the other titles suggested as the subject of your address. What Dr. Vincent says about the word "International" being liable to be misunderstood, is, I think, true, and too great care cannot be exercised in this regard.

Mr. McGregor will be only too happy to be present at the meeting of the Canadian Club in Montreal, and take stenographic notes of what you say. If the custom is the same in Montreal to that adopted here, the Club will have a shorthand reporter of its own to take down the address. Even should this be the case, it would be well, I think, for you to have your own stenographer, and if in any particular the notes of the one should be incomplete, the two could supplement each other and have an exact report made. Mr. McGregor will leave Ottawa on Friday morning about eight, arriving in Montreal about eleven. In the interval, I shall arrange with Mr. Birks, the President of the Montreal Club, to see that a place is provided for him along with the other reporters at the luncheon.

I have thought once or twice of running down to Montreal myself, as to meet you there and share with you the journey to Ottawa. There are only two considerations which cause me to hesitate: one, the possible embarrassment to yourself in having me a member of the audience on both occasions, seeing that the address will be the same; and the other, the advisability, should the train from Montreal be delayed, of my being here to be with one or two friends whom I had thought of inviting to meet you at a very informal dinner on Friday evening. Should you decide to speak to the Women's Club in Montreal on the afternoon of Friday, that would, of course, offset the latter consideration; and if the former were not one of concern to you, I should indeed be very happy to be in Montreal while you are there.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

As the Canadian Club luncheon is at noon on Saturday, I had thought of asking a few friends to dinner on Friday night, and another small group to dinner on Saturday night. On one or other of these evenings, I thought I should like to have Sir Wilfrid Laurier, Premier Borden, and possibly one or two members of the Government. It has occurred to me also that the Governor General might wish you to dine at Government House while you are here. In that event, I should have to make some change in the arrangement of my gatherings. Under the circumstances, it might be as well for you to bring a dress suit with you, though, so far as the informal nature of my own gatherings is concerned, a dinner coat is all that would be necessary, and that might be dispensed with if you so preferred.

I don't think there will be any need of bringing a heavy winter overcoat. Though the spring here is about a month behind what it is in New York, a heavy winter coat is hardly likely to be needed. In any event, should the nights prove cold, I can readily supply you with one of my own winter coats, and we are so nearly the same build that I imagine the inconvenience you would experience in wearing it would be less than that of lugging a heavy coat with you from New York here.

I am glad to know you are in such fine shape again. I am looking forward with the pleasantest anticipations to your visit,now so soon.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35993
102(13)

The Roxborough,
Ottawa, March 28, 1918.

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

Dear Mr. Rockefeller:

I have once or twice wondered whether it would not add to the pleasure of your visit to Canada were Mrs. Rockefeller to accompany you, should the journey not seem to her too long for so short a visit. If there is the slightest possibility of Mrs. Rockefeller being able to come, I wish you would extend to her a very hearty invitation to join you.

My apartment being a bachelor's apartment, I should probably have to make an arrangement a little different from that which I propose for you, should Mrs. Rockefeller accompany you; but we are fortunate in having, in the Chateau Laurier, a most comfortable hotel, and if it would be agreeable to Mrs. Rockefeller and yourself to stay as my guests at the hotel, it would afford me very much pleasure to arrange accordingly.

Please think this over, and if it seems feasible at all, you know, I am sure, the happiness it would give me to have you write and say that you both had decided to come.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35994

102(13)

26 Broadway
New York

March 30th, 1918

Dear Mr King:

I have your letters of March 25th, and two of the 28th, and have decided to decline the invitation of the Women's Canadian Club of Montreal, and have so notified the President. This means that I shall reach Ottawa in time for dinner, Friday night, as you have suggested.

I would be delighted to have you at the Montreal luncheon, if you could endure the repetition of my talk. I am wondering, however, since the following day I am to be in Ottawa with you, whether people in Montreal might misconstrue your coming to the luncheon there. You will know better than I about this. If there is any question as to the wisdom of your coming, you may think it wise to err on the safe side.

I shall appreciate having Mr MacGregor take notes of my address in Montreal and shall look for him at the luncheon there.

Your plans of enabling me to meet several of the leading men in Ottawa are delightful, but please do not feel under any necessity for arranging for my entertainment. You know how simple my tastes are and how I shrink from functions.

Mrs Rockefeller greatly appreciates your suggestion that she join me in this trip. Nothing would give her greater pleasure, but unfortunately she does not feel that she can get away at this time.

I value highly your willingness to express an opinion on any such portions of my address as I may think it desirable to write out in advance. Thus far I have studiously avoided writing anything for the reasons mentioned in an earlier letter.

Fosdick spent a couple of days with us at Atlantic City and I availed of the opportunity thus afforded of going over with him the material which I had in mind to use in my

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

talk. This was helpful and his judgment as to what should be omitted and the points which should be carefully treated, and how they should be treated, will be a valuable guide. I shall also talk with Mr Murphy.

I have realized fully the importance of the point which you make in regard to the possibility that the press may construe what I may say about International Brotherhood as indicating my belief that some compromise should be made and the conflict not fought out. I believe so firmly that nothing short of decisive victory will permanently settle the great issue at stake, that I will take every precaution to make that view clear.

I may dictate a few paragraphs to cover what I shall say along this particular line, and should I do so, shall avail of your kind suggestion.

Looking forward with much pleasure to this early meeting with you, I am,

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35996
162(13)

26 Broadway
New York

April 1, 1918.

Dear Mr. King:

I have drafted a few pages covering the one or two points in my address which might be open to misconstruction, and am enclosing the draft herewith. What suggestions have you to make? I shall appreciate your full and frank criticism.

Mr. Murphy thinks it might be well to develop a little more fully the idea that before peace can come the German philosophy must be changed. At present the German people believe that the individual counts for nothing, the nation for everything; that the individual must be subordinated to the nation; furthermore, that the nation can do no wrong, that anything which is in the interest of the nation is justifiable and that there is no higher law of right. It is this philosophy which must be done away with in order to make room for the teaching of the brotherhood of man. Such an idea could be worked in, if it were desirable, on page 2 at the close of the sentence which ends: "To include all of the nations of the world," the next sentence being made a paragraph to follow the expansion of the thought just sketched. Please write me at your early convenience and with the utmost frankness.

Very sincerely,

John D. Rockefeller Jr.

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

x marked x on page 2
RMG

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

We have been speaking of brotherhood among individuals and among groups of individuals. If this is a vital force effective in such relationships, is it not equally applicable as between nations ? Already we see the principle operating among the allies. Every day of the war is bringing closer co-operation, more frequent conferences and a better understanding. At length a single commander-in-chief has been appointed over all the armies of the Allies. Not only is this fraternal spirit manifesting itself among the leaders both military and civil, but even earlier and more fully was it put into operation in the relief of suffering among the soldiers and the civilian populations. These peoples have been quick to extend a helping hand to each other in many ways and the closer the feeling of brotherhood becomes, the stronger will be the bond that unites them. Not only should this spirit be developed among those of the allied nations which are actively participating in the war, but it should also be extended until it includes all of the nations lined up with the allies on the side of right against might, even if because of geographical location or for other valid reasons some of them are not actively participating in the struggle. At that point, however, the extension of the principle must ^ temporarily halt until the war is over. Let me make this very clear. The world is today divided into two hostile and absolutely irreconciliable camps. Savagery has thrown down the gauntlet to civilization; both cannot longer continue to exist on the same planet. Until the leader of the enemy forces and those who have aided him in

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

bringing upon the world this baptism of blood as well as all others who are cooperating in the conscious effort to turn the hand of time back to the days of barbarism, have been driven from the face of the earth, or permanently shorn of their power, there can be no peace. Far better would it be that the bones of every man who is arrayeddon the side of right should bleach on the bloodsoaked battlefields than that any should survive to live under the dominion of brute force. Far better that the womanhood of our civilization should be exterminated in this warfare than that it should survive to receive insult and degradation at the hands of a barbarous conqueror. Far better that innocent children should continue to be murdered as they have been than that they should live on under the rule of cruelty and inhumanity. This titanic struggle must be fought out now whether it takes one year or ten years, and there can be but one outcome, for as surely as there is a God in heaven right will prevail and might will be put down. But when that day has come and peace has been established throughout the world, then and not until then can the spirit of brotherhood among nations be extended, as then it must be extended to include all of the nations of the world. There was a time when neighboring countries, were as remote from each other in so far as intercourse and communication are concerned, as though separated by an ocean or a continent; that day has long since passed; no longer can any man live to himself alone, nor any nation. The world has become a single unit. Crop failure in South America is felt in Europe; a panic in London or in New York creates

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

financial depression throughout the world. Industrial difficulties in any one country have their influence in all countries.

The peace and prosperity of any nation depend upon the happiness and welfare of all of the people in that nation. Likewise the peace and prosperity of the world is dependent upon the happiness and welfare of all of the nations of the world, and no force will be as powerful in conserving universal peace and good will after the war is over as the spirit of brotherhood among men and nations.

Someone has said that the present war is only a curtain raiser compared to the conflicts which are likely to follow when the period of reconstruction is reached. The progress of events in Russia during the past weeks gives some indication of (the) violent differences of opinion which may assert themselves and of the bitter internal dissensions which too often attend the re-birth of a nation. (The programme which the Labor Party in England has recently put forth suggests some of the questions which will be raised in the reconstruction period,) and during that period the one force which will prevent, internal wars in the various nations, far bloodier and more heart rending even than this present war because between brothers, is the spirit of brotherhood.

If, (on the other hand,) that spirit shall prevail, influencing as it must and will those who are conservative in their views and

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

wedded to the past, to consider the vital questions of the day from all sides, and those who are radical to realize that time is a great force in changing most views, that patience must be called into play and that that progress which is slow is surer than that which is precipitate, then and then only can we hope that this critical period can be lived through and the momentous questions which it will bring satisfactorily adjusted without further bloodshed and suffering.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36001
10 2(13)

The Roxborough,
Ottawa, April 4, 1918.

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

Dear Mr. Rockefeller:

Your letter of April 1st was received yesterday. I have delayed my reply until to-day that I might turn over in my mind one or two points which the first reading of its enclosure raised. Without introductory comment I shall touch on them in the order in which they come.

I see nothing to change in page 1, though there might be some advantage in inserting the word "necessarily" between the words "must" and "halt", in the fifth line from the bottom, so that the sentence would read: "At that point, however, the extension of the principle must necessarily halt until the war is over." It seems to me that the double emphasis in this connection is helpful as preparing the audience on a critical point for what is to be said later.

On page 2, I would suggest the following changes:
(a) for "baptism of blood", in line 1, "indescribable carnage";
(b) for "have been driven from the face of the earth or permanently shorn of their power", in lines 3 and 4, "have been permanently shorn of power to further their brutal lusts and inordinate ambitions;
(c) for "far better would it be that the bones of every man who is arrayed on the side of right should bleach on the blood-soaked battlefield than that any should survive to live under the dominion of brute force", in lines 4, 5, and 6, "far better that all arrayed on the side of right should perish in seeking vindication of the principles for which they are fighting than that any should survive ^live under the dominion of brute force;
(d) for "exterminated", in line 8, the word "sacrificed".

The change suggested in (a) is because the phrase "baptism of blood" seems inadequate. Baptism to a Baptist means one thing; to a Presbyterian another. To a Presbyterian it is only a sprinkling; to a Baptist, complete immersion. With your heretical ideas on baptism, it might be as well not to provoke a fresh controversy!

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The changes suggested in (b) are for the sake of greater accuracy in describing the exact intentions and purposes of the allied nations towards the central powers. The purpose is neither to eliminate the German peoples and their allies nor completely to crush their power; but to do the latter only in so far as its existence may be a menace to the world.

As to (c), the idea is all right, but it seems to me the language is a little too highly colored for you to use, and that the idea will gain in force if expressed with more restraint. Another could use the phraseology of the manuscript with impunity. Coming from you, it might seem extravagant.

Similarly, as to (d), the word "exterminated" seems a little too strong. "Sacrificed" seems to carry the meaning as far as it is necessary to take it.

Line 12: would suggest the substitution of "a" for "the" before the word "rule".

Line 16: the elimination of the words "throughout the world" after the word "established".

Mr. Murphy's idea of developing what you have expressed in your letter with regard to the German philosophy is, I think, both excellent and important, and the point at which to work in the idea is just the one you have indicated, namely, at the close of the sentence which ends, "to include all the nations of the world", six lines from the bottom. Might I suggest, as a method of introducing the extension of the idea, some such thought as the following:

> "But some may ask, Why wait thus long for the extension of this spirit of brotherhood to Germany and the other central powers, which need it more than any other countries. The answer is obvious enough. German philopophy, which more than aught else is responsible for this war, precludes any extension. Before the idea of brotherhood can find acceptance in the German mind, the German philosophy must be changed, and changed it can only be when Force as a means of compelling acceptance of ideas is wholly discredited."

Then follow with the part of your letter which reads:

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

> "At present the German people believe that the individual counts for nothing, the nation for everything, that the individual must be subordinated to the nation; furthermore, that the nation can do no wrong, and anything which is in the interest of the nation is justifiable, and that there is no higher law of right. It is this philosophy which must be done away with in order to make room for the teaching of the brotherhood of man."

Page 3. I have been giving very careful thought to the wisdom of the reference which one paragraph on this page contains, to the programme of the Labor Party in England. I think it would be better to omit that reference altogether. If read as intended, it would be innocent enough; but I am inclined to fear that, inserted where it is in the context, it would be construed, coming from you, as meaning that from the point of view of Capital there were grounds in ~~fact~~ sufficient to cause civil war. There is, too, in the same sentence as worded, the implication that internal industrial war is inevitable, and that the only thing which will prevent it is the one force mentioned. Assuming this is wholly correct, I doubt the wisdom of your giving voice to the idea. It would, I think, help to convey all that you are anxious to bring out, and at the same time avoid possible misuse of your meaning, were you not to assume that civil conflict is inevitable apart from the spirit of brotherhood, but rather that it is ~~a~~ almost a possibility. I would suggest, for the sentence beginning "The programme which the Labor Party in England has recently put forth", down to the end of the paragraph, the omission altogether of the reference to the programme of the Labor Party, and the substitution of some such thought as the following:

> "The temper of men of all classes is certain to be severely tried in the readjustments of industry which must follow the war. During the period of reconstruction, the one force to be looked to in the prevention of possible internal wars in the various nations - wars which, if they came, would be far bloodier thd more heartrending even than this present war, because between brothers - is the spirit of brotherhood."

If this alternative is accepted, it would involve the following changes in the next paragraph: the substitution, for the words "if on the other hand that spirit shall prevail", the words "if the spirit of brotherhood shall prevail; and on

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

page 4, three lines from the bottom, the substitution of the words "we may expect" for the words "can we hope".

It would be well, I think, on page 4, to insert, in the second line, after the words "all sides and ", the words "likewise influencing".

The only other change would be the elimination, on page 3, line 12, of the word "the" before the words "violent difference".

This is a somewhat lengthy criticism, but I think you will see the force of what I have in mind.

I need scarcely add that the ideas you have in mind, and your method of treatment of them are all that can be desired, and should help to clear up the conflict in many minds between the continuance of war on the one hand, and the development of brotherhood on the other.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36005

102(13)

26 Broadway
New York

April 3rd, 1918

Dear Mr King:

After conference with Mr Murphy and at his suggestion I have added somewhat to the written statement of that portion of my Canadian address which I have put on paper, and a copy of which I sent you the other day. I am enclosing herewith a revised copy. Your full and frank criticism and suggestions will be most welcome.

Very truly,

John D Rockefeller Jr

Mr W L Mackenzie King,
Ottawa, Canada.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

We have been speaking of brotherhood among individuals and among groups of individuals. If this is a vital force effective in such relationships, is it not equally applicable as between nations ? Already we see the principle operating among the Allies. Every day of the War is bringing closer cooperation, more frequent conferences and a better understanding. At length a single commander-in-chief has been appointed over all the armies of the Allies. Not only is this fraternal spirit manifesting itself among the leaders both military and civil, but even earlier and more fully was it put into operation in the relief of suffering among the soldiers and the civilian populations. These peoples have been quick to extend a helping hand to each other in many ways and the closer the feeling of brotherhood becomes, the stronger will be the bond that unites them. Not only should this spirit be developed among those of the allied nations which are actively participating in the War, but it should also be extended until it includes all of the nations lined up with the allies on the side of right against might, even if because of geographical location or for other valid reasons some of them are not actively participating in the struggle. At that point, however, the extension of the principle must halt until the War is over. Let me make this very clear. The World is today divided into two hostile and absolutely irreconciliable camps.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Savagery has thrown down the gauntlet to civilization; both cannot longer continue to exist on the same planet. Until the leader of the enemy forces and those who have aided him in bringing upon the world this baptism of blood as well as all others who are cooperating in the conscious effort to turn the hand of time back to the days of barbarism, have been driven from the face of the earth, or permanently shorn of their power, there can be no peace. Far better would it be that the bones of every man who is arrayed on the side of right should bleach on the bloodsoaked battlefields than that any should survive to live under the dominion of brute force. Far better that the womanhood of our civilization should be exterminated in this warfare than that it should survive to receive insult and degradation at the hands of a barbarous conqueror. Far better that innocent children should continue to be murdered as they have been than that they should live on under the rule of cruelty and inhumanity.

Not only must German militarism be destroyed absolutely and forever, but German philosophy must be reconceived and reconstructed from its very foundations, for no peaceful intercourse with civilized nations is possible to a people actuated by such barbarous principles. General Von Kries said to a friend of mine in 1916 in speaking of the inhabitants of Poland: "The lives of human beings are to be conserved only if it makes for the State's

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

advancement, their lives are to be sacrificed if it is to the State's advantage." Such a philosophy as this utterly subordinating the individual to the State must give way to the modern theory that the wellbeing and happiness of the individual is the consideration of supreme importance, and that the State exists ultimately for the individual, not the individual for the State. Nor can the teaching be longer tolerated that the State can do no wrong, but is supreme, being justified in the pursuance of any course or the performance of any act however contrary to the moral and ethical standards of God, or man, so long as it (conduces to its own wellbeing.) These principles can no more mix with the principle of brotherhood than can oil and water, they are diametrically and fundamentally at variance with each other. Therefore I say the whole of German political philosophy will have to be reconstructed before this humanizing and peace perpetuating doctrine of brotherhood can be extended to the German nation.

As President Wilson has said: "This intolerable thing of which the Masters of Germany have shown us the ugly face, this menance of brute intrigue and force, which we now see so clearly as the German power, - a Thing without conscience or honor or capacity for covenanted peace, - must be crushed, and if it be not utterly brought to an end, at least shut out from the friendly intercourse of the nations." This titanic struggle must be fought out now. Whether it takes one year or ten years to

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

achieve that for which we fight, it must be achieved, and there can be but one outcome of the struggle, for as surely as there is a God in Heaven, right will prevail and might will be put down.

But when that day has come and peace has been established throughout the world, then and not until then can the spirit of brotherhood among nations be extended, as then it must be extended to include all of the nations of the world.

There was a time when neighboring countries, were as remote from each other in so far as intercourse and communication are concerned, as though separated by an ocean or a continent, that day has long since passed; no longer can any man live to himself alone, nor any nation. The world has become a single unit. Crop failure in South America is felt in Europe; a panic in London or in New York creates financial depression throughout the world. Industrial difficulties in any one country have their influence in all countries.

Just as the peace and prosperity of any nation depend upon the happiness and welfare of all of the people in that nation, so the peace and prosperity of the world are dependent upon the happiness and welfare of all of the nations of the world, and no force will be as powerful in conserving universal peace and good will after the war is over as the spirit of brotherhood among man and nations. But when this world conflict is ended grave questions are sure to arise in the national life of the several countries

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

involved in it. Someone has said that the present war is only a curtain raiser compared to the conflicts which are likely to follow when the period of reconstruction is reached. The progress of events in Russia during the past weeks gives some indication of the violent differences of opinion which may assert themselves and of the bitter internal dissensions which too often attend the re-birth of a nation. The programme which the Labor Party in England has recently put forth suggests some of the questions which will be raised in the reconstruction period, and during that period the one force which will prevent internal wars in the various nations, far bloodier and more heartrending even than this present war because between brothers, is the spirit of brotherhood.

If, on the other hand, that spirit shall prevail, influencing as it must and will those who are conservative in their views and wedded to the past, to consider the vital questions of the day from all sides, and those who are radical to realize that time is a great force in changing most views, that patience must be called into play and that that progress which is slow is surer than that which is precipitate, then and then only can we hope that this critical period can be lived through and the momentous questions which it will bring satisfactorily adjusted without further bloodshed and suffering.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

36011
102(13)

The Roxborough,
Ottawa, April 5, 1918.

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

Dear Mr. Rockefeller:

Your letter of April 3rd has just come in.

The additions you have made in the written statement cover the ground splendidly, and seem to me wholly adequate. I have nothing to suggest in the way of change in this part of your address, except the substitution of some such phrase as "serves the ends of the state" for the phrase "conduces to its own well-being", which is to be found in the 10th and 11th lines of page 3 of the revised manuscript you have forwarded. It may, I think, fairly be argued that the German doctrine of the state does not conduct to the state's own well-being: the present war has shown that. On the other hand, a theory of the state such as the one you propound, in which the well-being and the happiness of the individual is the consideration of supreme importance, would conduct to the state's own well-being and would justify the pursuance of a course which would further that end.

Might I suggest that it would be well also to eliminate the word "modern" before "theory" in line 4 of the same page. If it is desired to add words which would indicate that the theory mentioned has become accepted in our time, it might be well to add after the word "theory", as a substitution for the word "modern" before it, some such phrase as "accepted by us " or "accepted by the free peoples of the world". The actual controversy as regards the two theories of the state, the one recognizing the supremacy of the individual, the other the supremacy of the state, goes back, as you will recall, to the days of Plato and Aristotle, and finds expression in their writings. The change suggested will remove any doubt as to your exact meaning in this connection.

The letter sent you under special delivery stamp yesterday will give you the points which it seemed to me were deserving of consideration as respects your first draft. I suggested so much by way of modification of forceful language

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

that I hesitated to express the doubt in my mind as to the wisdom of permitting the sentence beginning "Far better that innocent children should continue to be murdered", to stand as it is. Here again, your exact meaning must be perfectly clear to any fair-minded person. On the other hand, I shrink from seeing you make any statement which by prejudiced persons may be distorted into justification of murder of children under any circumstances, and that is what I fear might be done by members of an extreme pacifist or industrially hostile group. You have to remember that your address will be reported far and wide, and also that in all probability in many papers the sentences which have a sensational value will be quoted to the exclusion of everything else. Every prejudiced person will seek a chance to misconstrue, not only your meaning, but your feeling, if the slightest opportunity is afforded. This you must guard against at all hazards.

The substitution of the word "sacrificed" for the word "exterminated", with reference to women, in the preceding sentence, carries with it the idea of justification of an act voluntarily undergone for a noble purpose, rather than of an act committed from a brutal motive. Something of the same kind I should like to see effected with respect to the use of the word "murdered" with reference to innocent children. Might not some such idea as the following be a wise substitute: "Far better that innocent children should continue to suffer death than that they should live on under a murderer's rule of cruelty and inhumanity."

I confess that even this language seems to me a little strong for you to use, though I find it difficult still to retain your thought and, so far as possible, your words, and make a modification that will not lessen the force of the truth. Would it detract too much to eliminate the word "murdered" altogether, and simply have the sentence read, "Far better that innocent children should continue to suffer death at the hands of a ruthless enemy than that they should live on under a rule of cruelty and inhumanity."

I hope you will not feel that I am hypercritical in my comments. The substance of my suggestions comes down to the wisdom of erring on the safe side.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36013
103(9)

26 Broadway
New York

April 3,1918.

Dear Mr. King:

I am sending herewith, at Mr. Rockefeller's direction a number of clippings regarding the increase in the wages of Standard Oil employees, which he felt might be of interest to you. They need not be returned.

Very truly,

Robert W. Gumbel

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

Thanks for your letter and the special Delivery Stamps. We will remember and follow your suggestions.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36014 103(9)

New York Times

April 2, 1918

$3,000,000 RISE IN WAGES IS GIVEN BY STANDARD OIL

Announcement Marks the First Union Meeting Between the Officials and Workers.

10 PER CENT. FOR 30,000 MEN

They Will Also Get Old Age and Service Annuities, and Sick Benefits.

PATRIOTISM MARKS DINNER

Entire Harmony Between Capital and Labor Predicted as Result of the New Movement.

A 10 per cent. wage increase for nearly all the 30,000 employes of the Standard Oil Company of New Jersey, together with a series of old age and service annunities, sick benefits, and an elaborate plan for improvement of sanitary conditions of working and living were announced last night when, for the first time in the history of Standard Oil, officials of the company and delegates elected by the workers, dined and conferred together. The dinner, held in the Standard Oil Building at 26 Broadway, marked the beginning of industrial democracy for that organization, and benefits conferred by the company were of such import to its workers that the occasion was regarded by oil men of high authority as marking a new era in the whole oil industry.

That John D. Rockefeller, Sr., is taking a personal interest in the promotion of better relations with the company's employes was shown when it was announced that he had subscribed $50,000 worth of the stock in the new Bayonne Housing Corporation which is to build model tenements for the working people in Bayonne and had donated that stock for extension work in connection with the new Bayonne Y. M. C. A. toward the construction of which Mr. Rockefeller's gift of $100,000 was announced at the same time.

A feature of a new era between the company and its men, which was emphasized last night both by officers of the company and by representative working men, was the prospect it offered of complete harmony during the war. All branches of the company's workers were represented last night except the boilermakers of one plant, who have made wage-increase demands. Their representatives refused the invitation, but at the time they had no idea of the extent to which the company was prepared to go, and other workers last night believed that they would adopt a conciliatory attitude in view of the concern's concessions. They are, however, a very minor portion of the workers. The wage increase was announced by W. C. Teagle, President of the company, who said that on the bulletin boards of the concern today will appear this notice:

"Effective April 1 an increase will be made averaging 10 per cent. in rates of pay, applicable to all wage-earners except first-class bricklayers and watchmen, whose rates will be increased 5 per cent., and lead-burners, whose rates were previously increased. On account of the urgent demands for output due to war conditions, beginning as soon after April 8 as practicable, and subject to supplies of material being available, the mechanical department will until further notice be given an opportunity to work fifty-six hours per week, and time and one-half will be paid for all work in excess of the present schedule of forty-eight hours per week."

79 Per Cent. Average Increase.

With this advance the company in the last two years and seven months has granted total raise in wages averaging 79 per cent. in all classes of labor and 98 per cent. increase in common labor. At the same time it makes an annual readjustment of the payment of salaried employes. The increase just announced is estimated roughly at $3,000,000 a year. If extended to all Standard Oil plants it will equal many times that sum.

The dinner was held in the big dining room on the fifteenth floor of the building, heretofore used only by important officials of the company. There were about 150 guests, including the seventy-five delegates representing the workers and these officers of the company: A. C. Bedford, Chairman; W. C. Teagle, President; F. H. Bedford, F. D. Asche, S. B. Hunt, O. T. Waring, G. H. Jones, Directors; G. T. White, Secretary; C. O. Swain, C. J. Hicks, C. G. Black, G. W. McKnight, C. E. Graff, J. P. Krebs, H. L. Gerstenberger, F. H. Baldwin, W. C. Koehler, R. T. Hewitt, and T. R. Parker.

One official presided at each of the seventeen tables about which the diners were grouped. The hall was decorated with American flags. An orchestra

Continued on Page Five.

$3,000,000 WAGE RISE BY STANDARD OIL

Continued from Page One.

played patriotic songs and officers and men sang them fervently.

C. J. Hicks, executive assistant to the Chairman of the board, laid before the diners, who included two women delegates, the plan for annuities and benefits, and announced that the company proposed to make arrangements with the Equitable Life Assurance Society whereby all employes, after one year's service, without cost to themselves, shall be given an individual life insurance policy. One year's service carries a death benefit equal to three months' full pay; two years' service, fve months' full pay, and so on progressively, until five years and over carries the equivalent of twelve months' full pay, with a minimum of $500, and a maximum of $2,000. A feature of the plan is that these policies do not necessarily lapse when an employe leaves the service. The former employe can continue the policy himself by paying the required premiums, without the need of undergoing further medical examination.

Annuities are planned on the basis of a regular allowance of 2 per cent. of salary for each year of service for all employes at the age of 65 years, after twenty years' service, with a minimum of $300 per annum and a maximum of 75 per cent. of salary. Special provisions are made for employes less than 6[illegible]

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

years of age, retired after twenty and twenty-five years of service. Accident disability is covered by the provisions of the State workmen's compensation law, while in cases of sickness employes of one year's service and over are to receive for disability of more than seven days half pay for periods ranging from six weeks to a year, depending upon length of service.

To Examine All Applicants.

A feature of the duties of the employment department is the proposed medical examination of all applicants in order to determine that a man is in fit condition and is not assigned to a job to which he may be unequal. Emphasis was laid on the point that "no discrimination is to be made on account of membership or nonmembership in any church, society, or fraternity or union."

Mr. Hicks then detailed proposed regulations governing the discharge of employes, aimed to insure every man a feeling of full security in his job. A definite list of offenses was agreed to for which alone a man shall be subject to summary dismissal. Those included obvious violations of law, such as fighting, carrying concealed weapons, drunkenness, stealing, and violation of safety rules. For offenses other than those listed no employe is to be discharged without having been notified that a repetition of the offense would make him liable to dismissal. It was made plain that any employe who felt he had been unjustly treated, or subjected to unfair conditions had the right of appeal either in person or through his selected representative to the general superintndent, and on up to the higher officials of the company.

Mr. Hicks explained in detail the plans for sanitary improvement inside the Bayonne, Bayway and Eage plants and the Bayonne housing improvement plan which is being worked out by the Bayonne Chamber of Commerce in conjunction with representatives of the Standard and other large plants in that city.

W. C. Tagle, President of the company, devoted his address to the workers largely to a discussion of the company's participation in the war. In part he said:

"There are two outstanding points in the policy of the company in this respect. First, fair treatment and fair working conditions. The company is proud of its record in these matters. We hope that this meeting tonight will strengthen the confidence of all employes in the company's sincerity and good faith. Our company was one of the first of the larger industrial corporations to voluntarily adopt the eight-hour day, paying for the eight-hour day the same wage as was previously paid for twelve and nine-hour days.

"Second—The policy of the company has been that welfare work is not regarded in any sense as a substitute for fair wages. I cannot emphasize this too strongly. The company stands for paying its employes as high wages or a little higher than is paid by other employers of labor in the same localities. In establishing such comparisons it should be borne in mind that nearly all our employes have steady work, and therefore uninterrupted incomes, and the company is constantly striving to extend this policy.

A. C. Bedford, Chairman of the Board of Directors, told the gathering of the elaborate organization of the company for war work and pointed out that the time had come when the politician and the executive must work together, and that capital and labor, likewise, must join hands, the final responsibility for the maximum war-time production falling upon the shoulders of the individual workers.

"I have no doubt whatever of the loyalty of our workers," he concluded. "I know that they are willing to do their full duty and that not because they are guided by a selfish spirit of personal gain, but because they are inspired with a patriotic desire to do their full share for the good of their country."

The Workers' Side.

The first to speak for the workers was Superintendent Kohler of the Bayonne refinery, who said:

"The newspapers have seen fit to call this John D. Rockefeller's 'New Republic in the Oil Business.' While that is well enough, I think it might be called the 'Introduction of Industrial Democracy in the Oil Business,' founded on humanitarian principles.

"There is no possibility of getting close co-operation and the best harmonious dealing in business unless the man above works shoulder to shoulder with the man below, but the men above are not the only ones who are under obligations. The workingmen, each and every one, must do their full duty for the many things the company has done. I want to say a few words for the men from Bayonne, who in the past have been made to suffer for the sins of their fathers. I want you to see these men as I have found them. Never in the history of the company has any body of men been more faithful, more honest, than those on the pay rolls of the Bayonne contingent.

Others who spoke for the employes were Joseph A. McDevitt, John Stephens, and J. McCoy. After the dinner, Mr. McDevitt, a stillman, said to reporters that while the employes had not yet grasped the full significance of all the company had done, he felt certain they were immensely pleased and would meet their employers more than half way. He predicted that labor troubles in the company would be reduced to a minimum if not eliminated altogether.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36015

10 2 (13)

The Roxborough,
Ottawa, April 4, 1918.

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

Dear Mr. Rockefeller:

You are quite right about the possible misconstruction which might be placed on my going to Montreal while you are there, seeing that you are to be in Ottawa on the following day. This thought also occurred to me, though I did not give expression to it. What was most in my mind was the thought of being with you on the train from Montreal to Ottawa; but I agree it is wise to err on the safe side, and I shall await, instead, your arrival at the station here.

Mr. McGregor will go down on Friday morning by the train which reaches Montreal about twelve. The Club has arranged for his being provided with a seat along with the Club's official stenographer.

I had thought of asking Sir Wilfrid Laurier and one or two friends to join us at dinner at, say, eight o'clock on Friday evening at the Roxborough. Knowing that you will be tired after the day's speaking and the previous night's journey, and that you will be anxious to get a good rest on Friday night, I shall be careful to see that this little gathering is most informal, and that you are not kept up late.

I find that the Grand Trunk Railway and C.P.R. afternoon trains from Montreal get into Ottawa at 7.15 and 8.30 respectively, and leave Montreal at 3.30 and 4.45 respectively. Were the plan of meeting Sir Wilfrid and others on Friday night agreeable to you, it would be almost necessary for you to leave Montreal by the Grand Trunk train at 3.30. That would not leave you very much time in Montreal, and I do not wish to be selfish in the matter of your time. Perhaps you would not mind saying to me quite frankly whether you would prefer to leave Montreal at the later hour rather than the earlier, and whether meeting Sir Wilfrid and one or two others at dinner on Friday night would be wholly agreeable to you. I had thought, for Saturday night, that we might dine at the Golf Club, where I could have one or two other friends join us. If you would prefer to be wholly free on Friday night, please do not hesitate to let me know.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Colonel Henderson, the Governor-General's Military Secretary, has sent me a line saying that His Excellency regrets that it will not be possible for him to be at the Club's luncheon on Saturday, but hopes it will be possible for you and me to dine at Government House at 1.30 on Sunday. Since, under a recent change of schedule, your train leaves for New York at 3.30, that will give us just time enough. As Colonel Henderson mentions in his letter that the Duke of Devonshire hopes he may have an opportunity of a talk with you, I have accepted this invitation, assuming that this will be agreeable to you.

I am sorry it is not possible for Mrs. Rockefeller also to come. As she is not to be with you, I shall confine to men the few friends I had thought of inviting to meet you. Under the circumstances, there will be no need of your bringing a dress suit; a dinner coat will be quite enough, and we can even manage without that if you so prefer.

I cannot say with what pleasure I am looking forward to seeing you here.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

36017

182(13)

FORM 1 U.T.

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

45 MOBE 86

MD NEWYORK NY 5

00219

9647

APR 5 1916

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

HAVE ADVISED MCPHERSON OF MY SUBJECT HIS LETTER JUST RECEIVED ASKS FOR OUTLINE OF TALK AND INDICATES DEAREST IT MAY BE MISUNDERSTOOD KINDLY SEE HIM AND MAKE REPLY ON MY BEHALF TELEGRAPHING ME IF DIRECT REPLY FROM ME TO HIM IS STILL NECESSARY WOULD YOU SUGGEST CHANGING SUBJECT TO SIMPLY THE WORD BROTHERHOOD UNDER THE CIRCUMSTANCES DO YOU THINK IT SAFER FOR ME TO WRITE ENTIRE ADDRESS WHICH COULD THEN BE GIVEN TO THE PRESS COMPLETE AND READ IT INSTEAD OF UNDERTAKING TO SPEAK EXTEMPORANEOUSLY, JOHN D ROCKEFELLER

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36018

The Great North Western Telegraph Co.

FORM 2.

OF CANADA

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

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

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

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

No employee of the Company shall vary the foregoing.

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

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

CUSTOMERS' TYPE-WRITER SLIP.	SENT NO.	SENT BY.	REC'D BY.	TIME SENT.	TIME FILED.	CHECK.

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

Ottawa, April 5, 1918.

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

Have seen Macpherson and arranged all that is necessary. No direct reply required. I see no need to change title or to write address in full. By all means speak extemporaneously, but have available typewritten copies of part of address referring to war.

W. L. Mackenzie King.

COLLECT.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36019

102(13)

The Roxborough,
Ottawa, April 6, 1918.

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

Dear Mr. Rockefeller:

As I wired you yesterday in reply to your message, I see no reason why you should change the title of the subject of your address. It is quite true that persons whose thoughts are very much of the war are apt to wonder what can be said of Brotherhood between nations except along pacifist lines. But so long as you have the answer in your address, having some measure of interest excited by the title is an advantage rather than a disadvantage. Inasmuch, however, as the bearing of your title on what you may say with regard to the war is certain to be followed with keenest interest, you are wise, I think, in preparing in advance that part of your subject and in having available for distribution to the press typewritten copies of what you intend to say. You need not feel that, because of having advance sheets, so to speak, you need necessarily follow the manuscript in speaking, literatim et verbatim. As long as you keep to the tenor of your argument as given in what you have prepared, the press will very gladly accept typewritten material as covering that part of your address.

By all means, however, speak extemporaneously, no matter how wide of your manuscript you may feel inclined to go, even on the part of the address which relates to the war. It would be a great mistake to read your address, and do not on any account be tempted to do this, either in whole or in part.

Macpherson's inquiry was directed more at obtaining for the press some indication of the possible purport of the address. This, I might explain, is a custom which the Club has found helpful with respect to most of the addresses delivered. Each member is notified, on a special card, of the address, and it usually includes a paragraph or two about the speaker himself or the subject which he intends to develop.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I explained to Macpherson that I thought a part of the interest in your address would lie in the curiosity with which the audience would await the unfolding of the theme, considering all the circumstances of the day, and that there was much to be gained by not indicating anything of the line you intended to follow. He quite understood this point as soon as I mentioned it to him, and was quite satisfied with assurances that the title did not signify a pacifist appeal.

I have been giving further thought to your reference to the programme of the Labor Party in England. I can see advantages in making mention of it in the connection in which you wish to do so; but to prevent misunderstanding of your object and point of view, it would be necessary to take the sentence you have used out of the context in which it at present appears and place it elsewhere. Should you think well of the alteration I suggested in this connection, it might be effected by inserting the sentence, "The programme which the Labor Party in England has recently set forth suggests some of the questions which will be raised in the reconstruction period", as the first sentence of your last paragraph, so that it will be wholly divorced from the paragraph which precedes it, and related only to the attitude of the parties in dealing with industrial reconstruction. I think its insertion at this point would be quite safe and eminently proper, and give practical point as well to your argument. The last paragraph, in that event, would read as follows:

> "The programme which the Labor Party in England has recently put forth suggests some of the questions which will be raised in the reconstruction period. If the spirit of brotherhood shall prevail, influencing, as it must and will, those who are conservative", etc., etc.

I have received the clippings from the New York papers with reference to the inauguration of the Industrial Representation Plan in the Standard Oil Company of New Jersey, and, needless to say, am delighted with the successful inauguration of this new regime. I should like to congratulate you heartily upon it. I know the personal happiness you will derive from this splendid advance, and I know, too, how genuinely productive of good it is certain to prove. When you see Hicks, please convey to him also my congratulations on his successful management of affairs.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise the character is indicated by the symbol appearing after the check.

102(13) 36021 FORM 1 U.T.

GREAT NORTH WESTERN TELEGRAPH AND CABLE TELEGRAM

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

1137K

287 MO C 24 NL

00684

APR 8/1918

FY NEWYORK NY 6

W L MCKENZIE KING

ROXBOROUGH OTTAWA ONT

BIRKS OF MONTREAL SAYS I CAN EASILY CATCH THREE THIRTY TRAIN FROM MONTREAL SHALL THEREFORE BE GLAD TO FOLLOW INTERESTING PROGRAM YOU HAVE ARANGED

JOHN D ROCKEFELLER JR

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36022

10 2(13)

The Roxborough,
Ottawa, April 8, 1918.

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

Dear Mr. Rockefeller:

It is very kind of you to have wired me of your willingness to leave Montreal by the 3.30 train, so as to be here in time for dinner on Friday evening. Your arrival in time for dinner will, I know, add very much to the pleasure of my friends here, and I much appreciate your willingness to inconvenience yourself so as to permit me the pleasure of arranging the little gathering I had planned.

I am delighted to think that your coming is now a more matter of a day or two.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36023
102(13)

26 Broadway
New York

April 6th, 1918

Dear Mr King:

Mr Rockefeller will appreciate very much your securing a section on the train which leaves Ottawa at 3.30 or 4 p m for New York on Sunday afternoon, April 14th, for him. We have a return ticket, via the Canadian Pacific (Grand Trunk), so it will be necessary for us to trouble you only to secure the section.

Thanking you on Mr Rockefeller's behalf for your courtesy in this, I am,

Very truly,

Robert W. Gumbel.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36024
102(11)

The Roxborough,
Ottawa, April 15, 1918.

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

Dear Mr. Rockefeller:

The clipping from the New York "Times" of March 31st containing the outline of the proposed National War Labor Board, which you referred to in conversation, came along on this morning's mail. Accordingly, I return the cutting you left with me.

I have read the proposal through very carefully, and must say that on the whole it commends itself to my judgment. I am influenced in arriving at the opinion I have by the following features of the proposal, which constitute important considerations and which must be kept in mind in passing judgment upon it:

1. The plan proposed is suggested as what might be termed a war measure. It is applicable only (i)"for the period of the war", and (ii) "to fields of production necessary for the effective conduct of the war", or "other fields of national activity delays and obstruction in which may affect detrimentally such production."
Of course it is to be assumed, and I think, presumed, that the proposal, once adopted for the duration of the war, will be made continuous at its close.

2. Where companies have voluntarily adopted machinery of their own for the adjustment of differences, no part of the proposed plan becomes applicable until the means of settlement thus provided have been invoked.
Section (g) reads as follows: "The National Board shall refuse to take cognizance of a controversy between employer and workers in any field of industrial or other activity where there is by agreement or Federal law a means of settlement which has not been invoked."
I take this section to mean that in the case, for example, of a dispute between the Colorado Fuel and Iron Company and its employees, there could be no action on the part of the National Board until full advantage had been

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

taken of the provisions of the Colorado Plan, which includes a reference to the State Board in the event of failure between the Company and its employees to adjust differences by means of the joint committees, etc. provided.

3. Where companies fail voluntarily to provide machinery for the adjustment of differences, it seems to me it is not only right, but necessary, that the state itself should make adequate provision.

This feature of the proposal should be a strong factor in influencing employers to see the wisdom of following a course such as that taken by the Colorado Fuel and Iron Company and the Standard Oil Company of New Jersey, in voluntarily providing machinery designed to assist in the prevention and adjustment of industrial differences. I should think it almost certain that the proposal made by the War Labor Conference will be accepted in its entirety by Secretary Wilson and enacted as law in the near future. Companies which have been and are indifferent to this aspect of industrial relations will find themselves subject to the provisions of this new law, to which their employees will naturally look for adjustment of differences. How very wise the Colorado Fuel and Iron Company and the Standard Oil Company of New Jersey have been in taking the course they have will be emphasized by this proposal, which is certain to become law in the near future. It should incline other companies to follow their example.

4. It does not appear that the National Board is to intervene in disputes in the first instance. Its duty is primarily that of providing machinery (by direct appointment or otherwise) for <u>selecting</u> committees or boards to secure settlement by conciliation, mediation, etc. In other words, the law in this particular seems to be modelled in principle on the Canadian Industrial Disputes Investigation Act, with the difference that a board, representative of both Labor and Capital, stands in the stead of a single minister (or Secretary of Labor) in arranging for the constitution of local boards. I am inclined to regard this as a wise provision.

Section 3,descriptive of the functions and powers of the National Board, reads, "To provide machinery by direct appointment or otherwise for selection of committees, or boards, to sit in various parts of the country where controversies arise, to secure settlement by local mediation and conciliation." To afford confidence in the machinery to be thus provided, the National Board will certainly endeavor to see that the local committees which deal with adispute in the first instance are so constituted as to give adequate representation to both

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

parties. This indeed is explicitly provided by Section (1) that, "In the appointment of committees of its own members to act for the board in general or local matters and in the creation of local committees the employers and the workers shall be equally represented."

5. The National Board acts only where selected committees and boards fail to effect a settlement.

6. The single umpire acts only where the National Board fails to effect a settlement.

7. The selection of a single umpire at the instance of the President takes place only where the National Board, which is representative of both Capital and Labor, is unable to agree upon a single umpire.

8. The finding of the single umpire is not binding at law. Public opinion is the force relied upon to ensure its acceptance. To gain for this award thus made the desired measure of support through public opinion, it would be necessary for the President to exercise great care in the selection of the ten persons from whom an umpire is ultimately to be selected by lot.

The obligation to name ten persons, any one of whom may become the umpire, seems to me to be more prudent than permitting the President a single choice, or permitting him to name a smaller number. A bias would soon be evidenced were the ten names suggested representative of other than persons known to be of a judicial and impartial attitude of mind. It is always difficult to name a court of last resort which will inspire confidence. I doubt, however, if industrial courts constituted in the manner and after the model of the existing judiciary, would inspire, even among employers, a higher degree of confidence than the course here proposed; whilst among Labor they would inspire no confidence whatever.

There are further provisions in the proposal which also help to inspire confidence in the proposal itself and the spirit which underlies it. Such, for example, is Section 4, relating to the right to organize, which, it seems to me, is intended to preclude altogether the possibility of the so-called strike for recognition. The section reads:

"The workers, in the exercise of their right to organize, shall not use coercive measures of any kind to induce persons to join their organizations, nor ~~to induce employers to bargain or deal therewith~~."

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Section 2 of the clauses relating to existing conditions seems as though it had been framed having in view the conditions existing under the Colorado Fuel and Iron Company Plan. It begins as follows:

"In establishments where union and non-union men and women now work together, and the employer meets only with employees or representatives engaged in said establishments, the continuance of such conditions shall not be deemed a grievance.

The sections dealing with women in industry, hours of labor, the living wage, are all in accordance with enlightened thought and justice as respects the rights of the workers. The same may be said, as respects the rights of employers, with regard to the section relating to maximum production, and which includes the following important provision:

"Methods of work and operation on the part of employers or workers which operate to delay or limit production, or which have a tendency to artificially increase the cost thereof, should be discontinued."

The more I study the proposal, the more it is apparent to me that the committee, in framing it, has been guided by the work and recommendations of similar conferences and committees which have been appointed to deal with the same class of problems in England since the commencement of the war. In all essential particulars, the principles embodied in the plan are identical with those which have received the support of important representative joint committees of employers and employees in England.

I really look upon this plan as a distinct achievement, and one which merits the support of employers as well as employees. It speaks well for the spirit in which it has been drafted that there has been entire agreement between the representatives of Capital and Labor on its provisions. Frankly, I fail to see wherein error of judgment has been shown, either in the manner in which the proposal itself has been drafted or in the provisions it contains. It may be that you will sooner or later be asked for an expression of opinion regarding the proposal. I think you need have no hesitation in giving it whole-hearted endorsation.

Might I suggest that you read the proposal through in the light of the points I have raised in this letter, and that if in any of its features you see dangers which I have failed to take account of, you write me with a view to further elucidation and discussion.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36028
102(13)

The Roxborough,
Ottawa, April 15, 1918.

Dear Mr. Rockefeller:

I enclose cuttings from this morning's Ottawa papers and from the Montreal "Herald" of Saturday. Under separate cover, I am forwarding one or two additional copies of the Ottawa papers.

I wish I could tell you all the good your visit has done in a public way, and the great measure of happiness it has brought to me personally. After you left yesterday, I chanced to see a number of those who were present at the luncheon, and one and all were more than enthusiastic in speaking of your address. One or two of the friends who were with us at the Golf Club have rung up to say how deeply they appreciated meeting you, and to speak of the impression your words made upon them, both at the little gathering there and at the Canadian Club. All are agreed

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

that the significance, both politically and industrially, of your visit and addresses is much greater than it is possible for you to conceive. While specially significant from the international point of view at this moment of great crisis in the world's affairs, you may be sure the spirit you have revealed, both in coming to Canada to speak and in all that you said while here, will have enduring value in international and industrial relations.

Again I thank you for paying Canada this visit, and for adding to the sweet and precious memories of my own little apartment, through sharing its associations during the two days of your stay in Ottawa. I cannot help feeling very happy, very proud, and very grateful.

Yours very sincerely,

W. L. MACKENZIE KING

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36030

26 Broadway
New York

April 16th, 1918

Dear Mr King:

I am enclosing herewith a copy of a letter which I have just written Captain Johnson.

Doctor Flexner feels sanguine of the ability of the Institute to help the Captain, if not to entirely cure him, and welcomes, as I do, this opportunity of rendering such a service to a British subject now devoting himself to Canadian interests.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102 (13) 36031

April 16th, 1918

My dear Captain:

I have just been talking with Doctor Simon Flexner of the Rockefeller Institute for Medical Research, with reference to your wound, and have told him that it is in the bone and has been an open wound for something like three years. Doctor Flexner tells me that the Carrel-Dakin Method of disinfecting wounds, which is being used at the Rockefeller Institute War Hospital in New York, is particularly effective with bone troubles, and that he thinks it not at all improbable that you could be helped. At least it would seem worth while for you to come to the Institute and submit to an examination, with a view to remaining for treatment, if that should seem wise and you could spare the time. It might take several weeks, possibly a month or two, to accomplish what is desired in your case, but, of course, that is a question to which an answer could only be given after an examination.

Doctor Flexner will be happy to have you come to the Institute for such examination at your early convenience, after which, if treatment seems desirable, the Institute will be pleased to have you remain as a patient and to render every service in its power to give you relief.

May I add that the Hospital at the Institute was established as an adjunct to the Laboratory Work and that patients come to it only upon invitation - nor is any charge made or payment accepted for either medical attendance or board, or any service whatever. This is true, irrespective of who the patient may be.

Since the Hospital is seeking just such cases as yours apparently is, so that it may demonstrate the value of the Carrel-Dakin method of treatment, and at the same time train young army surgeons in the use of the method, you will have no cause for embarrassment, lest you be placing yourself under obligation to the Institute, for it would be put under obligation to you for providing another case for demonstration. I speak thus frankly

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

so that you may fully understand the situation.

If you will let me know your pleasure in this matter, I will be glad to arrange with Doctor Flexner to receive you for examination whenever you can conveniently come to New York.

Since I know that you are a friend of Mr King's, and that he was much interested in our talk on Sunday, I am venturing to send a copy of this letter to him, so that he will be posted, in the event of your caring to talk the matter over with him.

I earnestly hope that you can arrange at least for an examination at the Institute, to be followed by treatment, if the Doctors so advise. It would be a great pleasure to those of us connected with the Institute were it possible to help you and thus to make even so slight an expression to the country in whose service you are now engaged, as well as to your own country, of the brotherly feeling which is in our hearts.

Very truly,

Captain Vivian Bulkeley-Johnson, A D C
The Rifle Brigade, Government House,
Ottawa, Ontario, Canada.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36033
102(5)

The Roxborough,
Ottawa, April 17, 1918.

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

Dear Mr. Rockefeller:

I return herewith the private and confidential communications which you left with me, and which I have read with very great interest.

The most significant statement in these documents, because comprehending the real aim of Bolshevism, is, I think, the following, which appears on page 2 of the letter of January 29th:

> "Their antagonism to capitalism is greater than is their antipathy towards autocracy. They believe the overthrow of autocracy will be comparatively easy in Germany after the war, but they feel that the struggle with capitalism in the west will be the real battle."

Bolshevism and I.W.W.ism are pretty much one and the same thing. These movements will gain support from the ranks of Labor wherever it becomes possible to point to autocracy in the government of industry. They will fail of support by Labor to the degree to which the right of Labor's voice to a control in its working and living conditions is recognized.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

It is to be hoped, and I think expected, that the chaos which has followed the demonstration of Bolshevism in Russia will lessen the influence of extreme Socialist organizations among Labor in other countries. On the other hand, it is hardly to be doubted that they add strength to the claim of the moderates in the Labor movement for more generous recognition of Labor's part in the control of industry than has thus far been generally conceded. Whatever tends to establish representative government in industry will have its effect in stemming and abating the tide of Bolshevism which is certain to make its appearance in the periods of distress which may follow in the wake of the war.

It is greatly to be hoped that large industry everywhere will recognize this, and so modify its structure as to strengthen the faith rather than the fear which underlies Labor's hopes and aspirations.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36035
102(13)

26 Broadway
New York

April 17, 1918.

My dear Mr. King:

I am still living over in happy memory the two days spent in Ottawa. They were perfect days from every point of view; the weather was glorious, the season beautiful, the city most attractive, and above all, the reception given me by yourself and your many friends was hospitable and generous beyond expression. It was a great delight to live in your apartment and I was as comfortable there as at home, although I have not ceased to regret having put you out of your own bedroom.

I enjoyed the quiet talks with you, which we had betweentimes, and of which I am looking forward to having more another month. It was immensely stimulating to meet the many interesting men whom you were so good as to gather about your board, and the kindness, friendliness and hospitality of them all as well as of all the people whom I met in Ottawa I shall never forget. The whole visit was an experience for me rich in every way. I cannot express adequately my thanks for all that you did for me, but can only try to have you understand how appreciative I am and how more than worth while the visit was.

Your note of the 15th has just come to hand. While I think that you over-estimate the service rendered by my coming to Canada, I am nevertheless happy to feel that it may have been productive of some little good.

Thank you for the clippings received and those which you are sending. I shall be interested to read them.

In reimbursing Mr. McGregor for the expenses which he incurred on my behalf I should like very much to send him an additional ten dollars as a slight expression of my appreciation of his friendly helpfulness. Do you think this would be amiss? I will not do anything until I hear from you again.

With sincerest thanks for your innumerable kindnesses, and with warm regards to any friends who may bear me in mind, I am,

Very cordially,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36036
102(13)

The Roxborough,
Ottawa, April 20, 1918.

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

Dear Mr. Rockefeller:

Your all too appreciative letter, which I received yesterday, was almost like a second visit, it reflected so truly your generous and considerate spirit.

I am indeed happy that your little visit to Canada has left with you the pleasant memories it has, for certainly all who enjoyed the pleasure of seeing you here have memories they will long cherish of the impression your visit made. I could not tell you from how many sides I have heard references to it, and they have all been of one accord, genuinely appreciative and enthusiastic.

So much has this been the case, that I feel impelled, more strongly than ever, to urge you to take just as many opportunities as your time will permit to speak on different occasions and to different groups. I almost think you should view this as a duty, realizing how much may depend at some moment in the future on the kind of confidence in you which your personality, wherever known, never fails to inspire.

I am indeed delighted that it was possible for you to write Captain Bulkeley-Johnson as you did, and I thank you most cordially for sending me a copy of your letter to him. He and I had a talk together over the phone, and he has asked me to lunch with him one day next week, that we may talk together of you and your work. He seems eager to take advantage of the splendid chance you have given him, but seems concerned as to how best it may be possible for him to arrange the necessary leave of absence. It is customary to have as A.D.C's on the Governor General's staff, only men from the Old Country, and I imagine that before Bulkeley-Johnson can secure the necessary leave it will be necessary to have provision made for someone from England to take his place during his absence. This, he will probably explain when he

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

goes to New York, before the examination, which I think he is counting on doing very soon. It was indeed a quick return of courtesy, not less happy than unexpected, and I am sure your kindness in this matter will be a real factor in furthering the wish expressed in the concluding paragraph of your letter to the Chaplain.

-- I enclose a cutting from the "Witness" of Montreal, which Mr. McGregor has just brought in. I almost think it is a pity that we did not let the Montreal press go ahead on the first day, and take chances on the Ottawa readers. They would certainly have given very full and appreciative accounts of the address. As it was, the instructions to the Montreal papers to say nothing on the day of the address had, I fear, the effect of restricting considerably the publicity which the address otherwise would have had.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36038
102(13)

26 Broadway
New York

April 19th, 1918

Dear Mr King:

I have read with much interest the clippings attached to your letter of April 15th, and thank you for them, as well as for those which followed.

The Ottawa papers have certainly been most friendly in their report of my talk, particularly the General Press; both are admirable.

Many thanks for your kindness in sending them.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

FORM 1 U.T. 38.13

36038

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAPH (GREAT NORTH WESTERN AND CABLE) TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

L227 MO Z 36

00464

MD NEWYORK NY 22

APR 22 1918

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

EXCEEDINGLY IMPORTANT MATTER JUST COME UP MOST DE-
SIRABLE YOU SHOULD BE HERE TOMORROW MORNING FOR A
STAY OF A FEW DAYS POSSIBLY A WEEK OR TWO HOPE YOU CAN
LEAVE BY AFTERNOON TRAIN TODAY PLEASE WIRE

JOHN D ROCKFELLER JR .

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36040

FORM 2.

The Great North Western Telegraph Co.

OF CANADA

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

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

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

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

No employee of the Company shall vary the foregoing.

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

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

CUSTOMERS' TYPE-WRITER BLANK.	SENT NO.	SENT BY.	REC'D BY.	TIME SENT.	TIME FILED.	CHECK.

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

Ottawa, April 2[illegible] 1918.

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

Your wire just received. Unfortunately too late to make New York connection today. Arrive Wednesday morning, and will go direct to Harvard Club. Had I better bring McGregor with me?

Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

FORM 1 U.T.

~~36041~~

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

182 MOZ 21 M

D NEW YORK NY 23 00465 APR 23 1918

W L MACKENZIE

KING THH ROXBOROUGH OTTAWA ONT

SHALL EXPECT YOU TOMORROW MORNING AS PER YOUR TELE-
GRAM PERHAPS YOU HAD BETTER BRING MACGREGOR ALTHOUGH
HE MAY NOT BE NEEDED

JOHN D ROCKEFELLER JR .

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

ROCKEFELLER FOUNDATION 36042

26 Broadway
New York

April 29, 1918.

Dear Mr. King:

This is to confirm the arrangement which you and I have entered into and which is as follows:

That our office will pay you a retainer of Six thousand Dollars ($6,000.) a year for the year beginning say April 15th, 1918, and in addition traveling and living expenses for yourself and your secretary when you are away from Ottawa on business for us.

It is understood that this retainer will cover any service along industrial or other lines which we may call upon you to render, whether for our own personal interests or for organizations in which we have an interest, and is based on the assumption that we should be entitled thereunder to the equivalent of one-third of your time for the year.

We shall be glad to act upon your suggestion to avail to the fullest extent possible of your services along any lines, and appreciate highly the spirit in which you make the suggestion.

Looking forward through this new relationship to a continuation of the delightful association which we have had during the past several years and which has been so helpful and enjoyable, I am,

Very sincerely,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
Harvard Club,
New York City.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Rockefeller Foundation 36043 4

The Harvard Club
27 West Forty-fourth Street,
New York, April 29, 1918.

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

Dear Mr. Rockefeller:

I have your letter of to-day, confirming the arrangement between us with respect to my relations to your office during the ensuing year. May I repeat how much I appreciate the generous consideration you have shown in the arrangement as come to.

I value quite beyond words the confidence expressed in the new relationship, and especially the opportunity, through association with yourself, of exceptional service along lines that promise so much for the betterment of industrial conditions and the improvement of relations between the parties to industry.

You know how genuinely I appreciate all that our association during recent years has meant to me in many directions. You will understand, therefore, the pleasure it is to have the repeated assurance that to you also the association has been helpful and enjoyable. The prospect of a continuing relationship along the lines of your letter gives me a feeling of the truest happiness, and a sense of joy in work which is

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

among the highest of life's satisfactions.

With renewed thanks, Believe me always,

Very sincerely yours,
WLMK

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36045

Baltimore, May 6, 1918.

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

Expect leave for Boston tonight. Address there tomorrow, Harvard Club.

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Baltimore, May 6, 1918.

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

Dear Mr. Rockefeller:

The letter to Messrs. Peale and White, the copy of which I sent you last night, was delivered this morning. A copy, together with the other documents forming a complete record of the Operators' side of the case, was sent Dr. Garfield with a covering communication by Mr. Wheelwright.

A wire received by Mr. Wheelwright this afternoon indicated that there might be some delay in arranging an interview between Dr. Garfield and Messrs. Peale and White. Under the circumstances, and seeing that he has all the points well in hand, Mr. Wheelwright feels it is unnecessary for me to wait over. I shall keep in touch with him by wire or telephone the next day or two, and if he so desires, shall return to Baltimore at any moment. I imagine, however, that, as all the Operators agreed on the course taken and have approved of the letter sent Peale and White, as well as the letter sent Dr. Garfield, such further negotiations as may be necessary to effect a complete settlement will not be difficult, though there may be vexatious delays.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I plan to go on to Boston tonight, so as to have, tomorrow, the interviews with the Houghton Mifflin Company and Miss Masanowitz, which I postponed from Saturday till Tuesday. Unless I hear from you,while in Boston, that you wish me to return to New York, I shall go on direct to Ottawa from there. The chances are I may be in Boston two days; but if possible I shall leave on Tuesday night, if the word received from Mr. Wheelwright,and the Boston interviews, justify my going on at once.

I have been Mr. Wheelwright's guest most of the time I have been here, and in his office all of the time during business hours. I have enjoyed very much our association together, and feel that in every way the return visit has been opportune and profitable.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 9, 1918.

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

Dear Mr. Rockefeller:

I have just got back to Ottawa after two very satisfactory days in Boston.

While there, Mr. Wheelwright had his solicitor phone me concerning the action taken by the Fuel Administration on receipt of the letter sent Messrs. Peale and White, and a copy of the same letter sent Dr. Garfield. In case Mr. Wheelwright has not written you of what transpired, I might mention the circumstances in brief.

Mr. Peale, after receiving Mr. Wheelwright's letter - which, by the way, was endorsed by all the Operators concerned - took the matter up with the persons representing the other side, and had them put in writing their objections to the Operators' proposed plan. These were reduced to two points of difference by the time the matter was submitted to Dr. Garfield:
(1) exception to the machinery for the adjustment of grievances by a general committee, and a proposed substitution therefor of a joint board of mediation, to be composed of persons to be chosen by either side; and (2) a demand for the insertion of a clause obligating the Companies to collect checkweighmen's dues without any reference to the Umpire.

After constultation with Dr. Garfield, Mr. Peale communicated with Mr. Wheelwright, asking if he would not agree to a joint conference with the other side, saying that he thought the differences could be speedily adjusted if this conference could be obtained; that if it were not obtained, he (Mr. Peale) and Mr. White themselves would have to frame up some recommendation to Dr. Garfield which might not be acceptable to either of the parties.

Mr. Wheelwright took the position that he had been assured by Dr. Garfield that nothing in the way of Union recognition would be expected of him or of the other Operators, and that

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

for him to meet Mr. Diamond and his associates would be equivalent to recognition of the Union under the circumstances. He said he did not think he should be asked to agree to such a conference; whereupon Mr. Peale told him that Dr. Garfield would not insist upon it. Mr. Wheelwright communicated his stand in the matter to the other Operators, and it was wholly approved by them.

Mr. Wheelwright wired me yesterday afternoon that there had been no further developments, and that he did not expect any this week. Accordingly, I wired him that I should leave for Ottawa at once, and would be here to-day. Since my return this afternoon, I have received a telegram from Mr. Wheelwright mentioning that he is sending me by mail an arrangement proposed by the Fuel Administration for Maryland. He says they have left out the general committee, and made some changes in the collection of checkweighmen's wages. He is asking me to telegraph him,on receipt of his letter, what my impressions are. This I shall do as soon as Mr. Wheelwright's letter is received.

I imagine the change which is made regarding the collection of checkweighmen's wages is not a material one. At any rate, it is not likely to be one to which the Consolidation Company will be inclined to take exception, nor one which the other Operators would be likely to object to provided it is confined to mines at which coal is being weighed, rather than paid for by the car.

As to the taking out of the general committee, until I see how far they have gone in this direction, it will be difficult to say just what the effect may be. As I intimated to Mr. Wheelwright before coming away, I should prefer to see the general committee taken out altogether, to having a joint committee such as the other side proposed substituted in its stead; for it is to be remembered that, while it is suggested that the general committee should be taken out, the mine committees remain, and they are all elected by secret ballot, and their personnel are chosen from the Company's own employees. The taking out of the general committee brings the plan of representation practically to the level of the plan existing in Colorado. The insertion of the general committee to begin with was because of the proposal in the Basic Understanding Agreement of special committees to be selected for the purpose of presenting grievances. My impression at the moment, therefore, is that the loss of the general committee, provided the rest of the agreement would be left intact, would not be a

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

serious modification, because the Company, of its own volition, could develop the work of the several mine committees in a way that would cause them to serve most at least of the purposes which the general committee is intended to serve.

The really significant thing about the whole matter as it now stands is that the Company will have succeeded, at the instance of the Fuel Administration, in getting an agreement between the Company itself and its own employees for a period of two years, and thereafter subject to three months' notice, which agreement, even with the change proposed, will be in the nature of the introduction into the Company's business of a plan very similar to that in force in Colorado. In fact, with the addition of the President's representative, which office I understand it is Mr. Wheelwright's intention to create, the plan would be to all intents and purposes the same as the Colorado Plan, though less elaborate in its machinery for the adjustment of possible differences.

The letter sent Messrs. Peale and White has had just the effect which was hoped it might have, namely: that of confining all possible subsequent change to the two points, and securing without change all the others, including what was most important of all, the feature of the agreement between the Company and its own employees, and the feature of the sealed ballot in selecting committee men. The negotiations, moreover, have been conducted throughout without committing any of the Companies in the matter of union recognition, either in the negotiations themselves or in what they have involved.

I think matters have been brought to just about as satisfactory a point as could well have been hoped for, everything considered. I cannot see any point at which a false step or move has been made.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

36051
102(13)

The Roxborough,
Ottawa, May 9, 1918.

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

Dear Mr. Rockefeller:

While in Boston, I had a most satisfactory interview with Miss Hasanowitz.

Through the kindness of Mr. Greenslet of the Houghton Mifflin Company, I was able to secure an appointment with her for Tuesday afternoon. It involved her coming to Boston on a two hours' journey, and spending the night in the city. I asked to be allowed to make any payment, but she was unwilling to have me do so. I felt, however, that some slight recognition of her courtesy in coming in for the interview was owing on my part, so arranged for us to have dinner together, that there might be opportunity of conversation at some length.

Evidently she took in very good part our talk together, for on the following day she phoned to the Harvard Club to see if I would not address the Fabian Society of Boston, mentioning that the members of this Society were mostly all friends of hers, and that it was helpful to an author to speak before different audiences. She had told them she thought I could give a talk along lines that would be pleasing to their membership. I told her, in acknowledgment of this invitation that I would gladly accept the invitation for some later time in the year, but that this month I had too many engagements to permit of an acceptance.

I shall tell you, when we meet, of the talk we had together. It has resulted at least in the modification of the text of her book with respect to a part which had been unhappily phrased, and the insertion of which would have been unfortunate.

The members of the Houghton Mifflin firm and Mr. Sedgwick, of the "Atlantic Monthly", have all formed a favorable and high opinion of Miss Hasanowitz, and I think they are right in the opinion they have formed. She is a very earnest, able, honest, and zealous young woman, and is capable of doing great good if opportunity comes her way.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Her association with the "Atlantic Monthly" came through the late Robert G. Valentine, industrial counsellor or Boston, who had employed her in making investigations in the garment trades, and who had found her most serviceable and helpful. She is very anxious to get other opportunities of investigation, and asked me, if I heard of any chances in that connection, if I would tell her of them. I assured her I would be only too happy to do so.

Miss Hasanowitz, I think, would be particularly well suited for any class of investigation which has to do with the work or life of working women. Should you know of opportunities wherein her services might be employed to advantage in connection with any of the organizations you are assisting or promoting, it might be helping both her and all concerned to have her kept in mind. Mr. Greenslet would be able to give Mr. Abraham Flexner fuller particulars of her fitness for any work that might offer. Her articles in the "Atlantic Monthly" appeared in the January, February, March, and April numbers.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36053 "INDUSTRY AND HUMANITY."
ROCKEFELLER FOUNDATION

The Roxborough,
Ottawa, May 10, 1918.

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

Dear Mr. Rockefeller:

You will be pleased to know that the Houghton Mifflin Company of Boston are desirous of publishing my book, and have made me an offer which is even better than that proposed by the Macmillan Company.

The Macmillan offer was 10 per cent. royalty on the first 1500 copies, and 15 per cent. royalty thereafter, with an equal division of profits later on should the sale of the book prove extensive.

To assist in advertising the book at the outset, the Macmillan Company desired that I should provide the Company with a list of individuals to whom the book might be sent, the number of books to be supplied in this way to be 500 copies, to be furnished at wholesale price. As I mentioned to you in conversation, this condition, though spoken of as due to the considerable increase in the cost of advertising and the Company's wish to obtain a wide circulation, was, I believe, due to my association with the Foundation and the belief that possibly the Foundation would be prepared to undertake this distribution.

The terms of the Houghton Mifflin Company are 10 per cent. royalty on the first 2,000 copies, and 15 per cent. royalty thereafter. As regards copies for advertising purposes, the Company has reversed the position of the Macmillan Company; they have agreed to supply free of charge copies to be sent to persons whose reviews or words of commendation are likely to assist in the sale of the book, - this in addition to the Company themselves following their regular method of distributing a large number of copies for this purpose. They also agree to supply the author a dozen copies without charge, and additional copies at wholesale rates. In this latter particular, the proposal is the same as the Macmillans.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Houghton Mifflin Company will undertake to publish in Canada through a firm which is known to be energetic and progressive here, and through Constable in England. They will also arrange for the sale of the book in Australia and other countries.

Macmillans had proposed to publish the book at $1.50 a volume. The Houghton Mifflin Company think it should be $2.00 a volume. I expressed very strongly my preference for a $1.50 book, but was met with the reply that scarcely a week passes that there is not some increase in the price of paper or other materials of concern to publishers; also that the firm has learned confidentially that the Government intends to restrict the sale of books, and permit only certain kinds of books to be published. The Company believe that by the time the book is put on the market, the people will have become accustomed to a $2.00 price for any work of the kind.

What is particularly gratifying to me in the Houghton Mifflin proposal is that it was made after different members of the firm had read the manuscript through, including Mr. Ferris Greenslet, the Literary Advisor of the General Department, and Mr. Franklin S. Hoyt, the Editor of the Educational Department. I am not sure, from what Mr. Greenslet said to me, that Mr. Ellory Sedgwick, the Editor of the "Atlantic Monthly", may not also have looked over some of the manuscript.

Mr. Greenslet remarked that what he liked particularly about the book was its tone and temper, the style in which it was written, and its constructive bearing. He said they would gladly publish the book exactly as written, but he thought I might add to its interest to the general public were I to put a little more of my own personality into it. He suggested my bringing in illustrative incidents from my experience in labor matters, and not to be afraid of an expression of humor here and there. Mr. Greenslet further suggested that I read a few pages of William James' "Psychology", with a view of seeing the manner in which he combined personal expression, humor, incident, and the like in conveying his message. This I intend doing at once, and if possible shall make the final revision of the manuscript in accordance with this suggestion.

Mr. Hoyt told me that they had all read the book very carefully, and were "genuinely enthusiastic" about it; that different members of the staff had read the book independently, and all had formed the same opinion of it; that had I heard their comments, I should have had reason to feel much gratified.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. Greenslet introduced me to Mr. Mifflin, of the firm, and Mr. Mifflin said that they would be very pleased to have the book, and would make a special effort to secure it a wide distribution; that it was the kind of publication they had been hoping it would be possible to get out at this time. He remarked that, had they been in the least indifferent about the manuscript, they would not have thought of accepting it at this time, because they were taking very few books, and only such as they felt they would like to be identified with and were prepared to circulate as widely as possible.

I need scarcely say that I mention these comments only because I know of the satisfaction they will afford you as well as myself. I have worked so steadily and laboriously at this task for so long a time, that I had begun to wonder whether perhaps I might not have occasioned it to lose interest for others as well as myself. What has pleased me most is that Mr. Greenslet, in reviewing the book with me, singled out the very features which I myself regard as the most original and most in the nature of a contribution to the subject. I was gratified also to find that he strongly favored the manner in which the book opens, and the way in which the subject is developed. His suggestions as to the chapter which remains unconcluded happened also to be precisely in accord with the outline of the chapter as I have it framed.

I suppose there is no publishing house in America likely to be more critical of an author's work than the Houghton Mifflin Company. To have so cordial an expression of good will from all members of the firm, and not merely good will, but an evident desire to co-operate in furthering the aim of the book, is to me the highest of rewards.

I explained to Mr. Greenslet the position in which the work stands with reference to my obligations to the Foundation, namely, that the manuscript of the book is the property of the Foundation, and does not become mine until the Foundation gives me full rights in the matter of publication. I explained further that it was my desire to submit my material to the Foundation in printed form, but, before submitting printed copies to obtain a number of bound galleys for purposes of advance reading and criticism by different persons. Mr. Greenslet said that the Company would be only too pleased to further my own and the Foundation's wishes in any possible manner; that he would undertake to have me supplied with bound galley proofs at a nominal cost, and also would print off in paper binding such number of copies of the book for the Trustees of the Foundation as I might wish to submit.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

He intimated, however, that the Company would like to bring the book out early in the fall, and that in the course of another couple of weeks they would wish to supply their travellers, who were about to start out to place orders over the continent, with a dummy volume, so as to have a wide distribution arranged for before even the book itself was printed.

In my talks with Mr. Greenslet and other members of the Houghton Mifflin Company I felt it would be unwise not to conclude arrangements immediately with that firm. Accordingly I told Mr. Greenslet that, subject to the release from the Foundation herein mentioned, I would be prepared to sign a contract in accordance with the terms he had proposed. He purposes sending me a formal contract for signature in the course of a few days. I think it would be well for me to sign the contract at once, unless you see some objection to my so doing.

As I mentioned to you, Dr. Vincent, at the time I spoke to him about publication, told me that the Foundation's action with respect to the book when submitted in printed or other form, would be to accept it formally, acknowledge its receipt, and give to me the right to take such action in the matter of publication as I myself might wish to take. The last thing the Foundation would think of doing would be to suggest the suppression, in whole or in part, of any manuscript that might be submitted. Dr. Vincent added that the Foundation would not itself desire to publish the book, nor would it think of suggesting alteration or amendment in any particular. His idea was that the Foundation's action should be such as to make it perfectly clear, as regards the studies, that I had had a free hand in their prosecution, and had adopted concerning them the course which seemed to me most advisable. Dr. Vincent suggested that, when it came to publishing, such reference as the published volume might contain to the Foundation, should be as brief as possible. He intimated that a single sentence or two in the way of acknowledgment of the opportunity of study afforded, would be sufficient. When we talked together, Dr. Vincent saw no reason why I should not immediately negotiate with the publisher, and it was with his approval that I first conferred with the Macmillans at that time.

Should the Foundation itself come to take a different view than the one Dr. Vincent has intimated would constitute its attitude, and express a desire itself to publish the book, I shall, of course, realize that it was entirely proper that such a decision should be made, and in that event would gladly transfer

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

to the Foundation any rights and obligations under any contract entered into with the Houghton Mifflin Company; and I have no doubt that the Houghton Mifflin Company would be only too pleased to permit the transfer of obligation. I think, however, if the book is to be published at all it should come out early in the fall, and that whatever arrangements may be necessary as regards printing should be entered into at once.

The only alternative course, if the book is to be submitted to the Trustees in printed form, would be to arrange for the printing of the book wholly at the expense of the Foundation, and leave to a time subsequent to the Foundation's decision the making of a separate contract with the publishers concerning publication. All circumstances considered, such a course could hardly mean other than incurring both unnecessary expense and prejudicial delays.

I shall be greatly pleased, therefore, if before leaving for the west, I may feel I have your sanction to conclude matters finally with the Houghton Mifflin Company; in which event I shall endeavor to send on to the Company a considerable part of the manuscript, that the preparation of galley proofs may be well under way by the time the western trip is concluded.

I should add, perhaps, that a contract entered into immediately by myself with the Houghton Mifflin Company would be entirely in accord with the understanding I have with Dr. Vincent.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 11, 1918.

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

Dear Mr. Rockefeller:

In case Mr. Wheelwright may not have supplied you with a copy of the same, I am enclosing, for your information, one of the two copies of the letter of the United States Fuel Administration to the Operators and miners, together with copy of agreement proposed by the Fuel Administration.

I also enclose, for your information, a copy of the telegram I received from Mr. Wheelwright on May 9th, and a copy of my reply to the same. I also enclose a copy of the letter I have written Mr. Wheelwright, confirmatory of what I have said in the telegram. These documents will, I think, acquaint you fully with all the details of the negotiations to date.

From my letter to you at the time of the receipt of Mr. Wheelwright's wire, but before replying to the same, you will see that the alterations made by Messrs. Beale and White in the agreement as originally proposed by the Operators, are not of a serious character. It has seemed to me that the Operators had more to gain by accepting outright the agreement as now proposed, and which will stand during the period of its duration as being submitted by, and in the exact language of the Administration itself, than by any attempted haggling

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

over further modifications. It has been this thought which has governed my judgment in the matter of suggesting a cordial acceptance by the Operators, subject to the safeguards I have suggested.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36060
102(13)

26 Broadway
New York

May 14, 1918.

Dear Mr. King:

Your letter of May 9th, in regard to your interview with Miss Hasanowitz, is most interesting. I shall be glad to hear further of the matter when we meet.

What you say in regard to Miss Hasanowitz's ability as an investigator I will bear in mind and will be happy to mention her name should I know of any investigations in connection with the work or life of working women where her services might be availed of.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36061 "INDUSTRY AND HUMANITY"
ROCKEFELLER FOUNDATION.

26 Broadway
New York

May 14, 1918.

Dear Mr. King:

I have your letter of May 10th, and am much interested and pleased at the outcome of your interview with the Houghton, Mifflin Company. The proposition which they make for the publication of your book would seem to be an admirable one. I have talked the matter over with Mr. Murphy, who agrees with me that so far as the Foundation is concerned there is no reason why you should not make any contract for the publication of the book that you see fit.

In the absence of Dr.Vincent, I am calling Mr. Embree's attention to your letter, so that the matter will be brought up for action at the meeting of the Foundation next week.

Congratulating you on the reception which has been given your book, I am,

Very sincerely,
John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
The Roxborough,
Ottawat, Canada.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

26 Broadway
New York

May 20, 1918.

Dear Mr. King:

I have your several letters in regard to Mr. Wheelwright's matters and have had some communications direct from him. The result is gratifying.

I am returning herewith the copy which you kindly sent me, and am looking forward to talking over this whole matter when we meet the latter part of this week.

Very sincerely,

John D. Rockefeller Jr.

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 21, 1918.

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

Dear Mr. Rockefeller:

I enclose a copy of a letter just received from Mr. Wheelwright, and a copy of my acknowledgment of the same.

It gives me a great happiness to know that we share together in what has been achieved by the transactions now so happily concluded. How much is signified by what has been accomplished in so short a space of time! What a fine preliminary to the Colorado trip!

Yours very sincerely,

Show to Mr. R. on trip to Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

36064

Form 1204

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT A27D W22

MD NEW YORK NY 440 PJUNE 13 1918

JOHN D ROCKEFELLER 1158

BROWN PALACE HOTEL DENVER COLO

MINEAR LEFT LAST EVENING AM WIRING HIM AT CHICAGO TO ARRANGE FOR STICKEL TO MEET HIM IN DENVER AND TO NOTIFY KING

C J HICKS

226P

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

36065 Form 1204

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT A9D W 27

DESMOINES IA 1145A JUNE 15 1918

W S MCKENZIE KING 6:56

BROWN PALACE HOTEL DENVER COLO

SHALL PROBABLY NOT BE IN CHICAGO MORE THAN A FEW

HOURS NEXT WEEK START EAST FROM BATTLE CREEK PROBABLY UNABLE

SEE YOU AT ALL WILL WIRE ANY CHANGE

JOHN D ROCKEFELLER JR

1151A

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36066 Form 1204

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT A33D W 62 BLUE

ROCKFORD ILL 1224 P JUNE 17 1918

W S MCKENZIE KING 1293

BROWN PALACE HOTEL DENVER COLO

SHALL BE AT LAKE FOREST WEDNESDAY THURSDAY FRIDAY NOT STAYING AT ALL IN CHICAGO BUT MIGHT GO THERE FOR A CONFERENCE THURSDAY MORNING IF NECESSARY HAVE WIRED MURPHY YOU WOULD BE GOING BACK THIS WEEK AND THAT IF MY FRIEND THERE STILL DESIRES SEE YOU YOU MIGHT THINK YOU COULD WISLEY SO ARRANGE TELEGRAPH ME YOUR PLANS CARE NELSON HOTEL ROCKFORD ILL TOMORROW

JOHN D ROCKEFELLER JR

305P

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

COUNTER No.

TIME FILED

M

TELEGRAM

CHECK

The Postal Telegraph-Cable Company (Incorporated) transmits and delivers this message subject to the terms and conditions printed on the back of this blank.

SEND the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

[DESIGN PATENT No. 40529]

2—718

Denver, June 17, 1918.

Mr. John D. Rockefeller, Jr., Nelson Hotel.
Rockford, Illinois.

Leaving by Union Pacific ten tonight. Have appointment with Minear Hotel Blackstone Wednesday morning, and Stickel same day if possible; probably later. Intend remaining Chicago two or three days.

W. L. Mackenzie King.

Room 827

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36068

102(13)

The Roxborough,
Ottawa, June 22, 1918.

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

Dear Mr. Rockefeller:

Though we parted only the day before yesterday at Chicago, I feel I should let you know that I am again in Ottawa, and again express to you the appreciation I feel of the many courtesies and kindnesses extended to me by Mrs. Rockefeller and yourself during the time we were together. The whole trip was full of interest, and has left me with a feeling of the utmost satisfaction concerning both what we saw and what we were able to accomplish.

Now that this long-anticipated second trip has been finally concluded, it seems but yesterday since we made the first one together. What a record of achievement the interval has brought! That it should have been possible to inaugurate the Plan on the first occasion, and refer to it in the terms in which you did at the luncheon of the Civic and Commercial Association on your last day in Denver, is gratifying beyond words.

It will ever be a source of pride as well as pleasure to me that I had the opportunity of sharing this visit with you, and I should like again to express my appreciation of your acquiescing in my taking Mr. McGregor along, that he also might share in the satisfaction of witnessing the transformation in conditions and spirit that has taken place in the mining camps of Colorado since the days when we first visited those fields together. I have carried away, as I am sure you have, a mental picture of genuine enthusiasm in a variety of activities, all tending toward social and industrial betterment: a picture a little confused, it is true, but in colors that speak of cheer and contentment, with their stimulating and uplifting influence upon a multitude of lives.

Considering the unanimity of the opinion voiced in so many quarters, and evidenced in so many ways, concerning the new spirit governing the relations between all classes in the industry, and between the industry itself and the State, I think you have reason to feel that the task you voluntarily assumed

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36069
102 (13)

some years ago, of bringing a new life and a new hope to the State of Colorado, has been realized to a degree that could hardly have been conceived as possible at that time. The foundations of a new order have been well laid; so well, in fact, that whatever the future of Colorado's industrial history may be, its past will have found a separating line in the three years which have marked the intervening period of your two visits to the State.

-- I enclose a communication from Mr. Wheelwright, which I have found on going through some of the mail on my table this morning. I send it on for your perusal because of the postscript it contains. Is it not the source of the utmost gratification to have this verdict in the east on top of the one which we heard so generally in the west.

Returned with Mr. R's letter of June 4. 38.13

-- I enclose, too, as suggestive of the interest in these matters which has been aroused by our recent conferences, another communication I received, which speaks for itself. Perhaps you will let me have back these letters after you have looked them over.

I find that the housekeeper I had engaged for my Kingsmere cottage has already gone out to Kingsmere, so I am planning to go out immediately, either tonight or tomorrow morning; and if opportunity only permits I shall give undivided attention to my book until it is completely out of the way.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36070

26 Broadway
New York

June 26, 1918.

Dear Mr. King:

Mr. Rockefeller, Jr. wishes me to send you the enclosed pamphlet, "The Welfare Work of the Metropolitan Life Insurance Company," which he has not read but at which he thinks you may care to glance. Unless you think the pamphlet would interest Mr. Rockefeller, please do not trouble to return or acknowledge it.

Very truly,

N. Adams.

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36071
102(13)

26 Broadway
New York

June 26, 1918.

Dear Mr. King:

I have your letter of June 22nd. Our trip to Colorado this year was as gratifying as it was successful. The progress which has been made since our last visit is healthy and, I believe, permanent. For the important part which you have had in laying these solid foundations, I shall always be grateful to you.

I have read with interest the enclosures which accompanied your letter and am returning them herewith.

Yesterday Dr. Vincent talked over with me the form of announcement which the Executive Committee of the Foundation is proposing to make with regard to the termination of your work with the Foundation. I felt that he had been very happy in his preparation of the statement and believe you will feel so. Doubtless the Doctor has sent or will send you a copy of it.

While in England, Dr. Vincent met Mr. Thomas, the very able labor leader whom I met in this country last year and for whom I formed so high a regard. Mr. Thomas gave Dr. Vincent a book which he had recently written, in which the Doctor says a considerable reference is made to Mr. Thomas' meeting with me, and Mr. Thomas also made personal expression to the Doctor of his friendly feeling for me. Dr. Vincent said to Mr. Thomas, "I presume that after the war the labor party will be in power in England," To which Mr. Thomas replied, "Yes, but we are hoping that the labor party will then include not only those who work with their hands but also those who work with their heads." Mr. Thomas is a statesman. Dr. Vincent thought him one of the ablest men he met during his visit to England. I formed the highest opinion of his breadth of vision, his ability, his fairness and the soundness of his judgment.

Important developments in labor policies will be made during the next few months or a year. The experience of this country, such as, for instance, in Colorado, might be helpful to the English labor party as it is laying its plans. Moreover, there is doubtless much being done and thought in England along these lines which would be helpful to us here in the development of our post-war industrial policies. I have been wondering whether it would not be well worth your while to go to England within the next six months and come to know as intimately as possible all that plays any part in this new development there. The more I think of the idea, the

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36072
162(13)

more it appeals to me as of real value. I wish you could go now. Of course, you must first finish your book, and then you have this engagement in Colorado, which would make it late in October or early in November before you could probably go. How does the matter strike you? So important does it appear to me that my present feeling is that we could well afford to pay your expenses for the trip, because of the benefit which I believe would accrue, not only to the English situation, but also to our own industrial development.

I shall be glad to hear from you at your convenience in regard to the matter.

Very sincerely,

John D. Rockefeller Jr.

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102 (13) 36073

The Roxborough,
Ottawa, June 29, 1918.

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

Dear Mr. Rockefeller:

Your letter of June 26th merits something more than the brief acknowledgment it is possible for me to send before leaving to confer with the Bethlehem Shipbuilding Corporation.

Your suggestion that I should visit England with a view to become intimately acquainted with new developments in industrial and social policies which the War has occasioned, so completely accords with what for some months past has been in my own thought as an eminently wise and almost necessary step, that it seems like the providential opening of a door which I had once or twice thought of attempting to open myself. It has really been in my mind to speak to you of this on one or two occasions, and I refrained only because I felt with your generous way of looking at things, it might seem to involve a further tax upon your liberality. Moreover, I did not quite see how I could fulfill the obligations of my retainer with you and be absent the length of time a visit to England to be of any real value would involve. The large view to which your letter gives expression makes everything possible and comparatively easy, as well as delightful. If, as I gather from your letter, you would like to regard my visiting England at this time as affording to me on your part an opportunity of coming to know as intimately as possible all that concerns new developments there, as a result of which it may be possible for me to offer constructive suggestions concerning industrial and social policies, in other words, to extend the exceptional opportunity in just the same spirit as the Foundation four years ago extended its offer to me to undertake the study of Industrial Relations, I should feel it would be entirely proper for me to accept from you payment of expenses for the trip and what it might involve in absence from other duties, and that I had reason to be more than grateful for your largeness of vision as well as generosity.

In all probability, I shall be seeing you in a day or two, and we can then confer together concerning the time and other considerations. I agree with you that it would be well if the trip could be made at once, and the sooner the better in any event. It may be possible so to arrange matters as to permit of an earlier departure than the one which at the moment seems possible.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have read in THE NEW YORK TIMES the announcement made by Dr. Vincent with regard to the termination of my work with the Foundation. I feel, as you do, that the Doctor has been very happy in his preparation of the statement. I wish the Associated Press had carried the full statement, or had not sought to abbreviate the wording of the portions it purported to quote. In the form in which the despatch reached the Ottawa papers, and I imagine most of the papers elsewhere, it looked as though I had been prevented from making any studies, and the work in consequence discontinued. This, of course, is something for which the Foundation could in no way be responsible.

I confess that, accustomed as I have become to the realization of it, ~~that~~ the formal announcement of the severance of my connection with the Foundation was not without occasioning feelings of keen personal regret. I experienced a deep pride in and greatly valued my association with the Foundation, and the distinguished group of men connected with it. The pleasing and helpful nature of my continuing relations with yourself has softened the separation, and in no small measure compensates for it; but it would be difficult to have been afforded the opportunities and received the consideration unfailingly shewn me in the years of my association with the Foundation, not to have formed attachments which were strong and abiding.

Again thanking you for the entire contents of your letter of June 26th, I am,

Very sincerely yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36075

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.
Z. A. LASH, President

Cable Service
to all the world
GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, June 29, 1918.

Mr. John D. Rockefeller, Jr.,
10 West 54th Street,
New York.

Have made appointment to meet J. M. Larkin, Superintendent of Service Department, Bethlehem Shipbuilding Corporation at Bethlehem, Monday morning. Arrive New York Grand Central seven-twenty-six. Leave Lehigh Valley, eight-fifty. Will go Harvard Club for breakfast and phone your house from there. Hope to have opportunity for a word.

Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Eyrie
Seal Harbor, Maine

July 17th, 1918

Dear Mr King:

Mr Lichty, the Y M C A man with whom I visited the Camps in the West and whom you meet at Chicago one morning with me, has written me in regard to a man whom it may be worth our while to keep in mind. Mr Lichty's letter and the article attached thereto I am enclosing herewith, which please return.

Copied 3/12-1918

Mr Welborn has written me, as he has you, of Mr Stickles' acceptance of the position offered him by the Fuel Company. I note Mr Welborn speaks of the position as "Executive Secretary to the President's Advisory Board." Probably Stickles wanted the title of "Executive Secretary" rather than plain secretary. I say "probably" in view of the fact that he discussed with you the question of title, which subject Hicks also raised with me. I assume you see no objection to adding the adjective "Executive" ?

Very truly,
John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36077

102(13) 150(P)

Dictated at Kingsmere, Que.,
July 24, 1918.

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

38.0.1

Dear Mr. Rockefeller:

I have received your letter of the 17th instant, with its enclosures from Mr. Lichty, which I return.

I have made a note of Mr. Grieves' name and what appear to be his qualifications for a position of employment manager or director of industrial betterment work, and shall watch for an opportunity of making his acquaintance.

I think the addition of the adjective "Executive" to the title of Secretary to the President's Advisory Board is an advantage in the case of Mr. Stickel. I do not recall his having discussed with me the question of title, but had he done so, I should have seen no objection to the use of the adjective, but rather an advantage in it. I am glad that he has accepted the position, and that the President's Advisory Board will become the important feature we hoped it might in the framing of the Industrial Representation Plan.

Copies 38.0.1

You will be interested in knowing that I have received a telegram from Mr. Guy W. Currier, of Boston, saying that he would like to consult me in relation to a committee plan for a large industrial company along lines of the work recently done for Mr. Powell. In his wire, Mr. Currier has mentioned that the matter is somewhat urgent, and has asked if I could come to Boston in the near future. I have replied asking if Friday, August 2nd would be a convenient date. If not, I shall in all probability arrange to go at the end of this week. Were the matter one likely to involve more than one or two days' consultation, I should hesitate to offer to go, but it so happens that I shall welcome a trip to Boston, to discuss with the Houghton Mifflin Company some matters pertaining to the manuscript of my book, and this opportunity will enable me to kill two birds with the one stone. Besides, I think there is some advantage in responding sympathetically to requests from large concerns wherever there is probability of furthering plans of industrial representation. If the date I have mentioned is not acceptable

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

to Mr. Currier, I shall let you know of the change he proposes. If, however, you do not hear from me to the contrary, you may expect that I shall be in Boston and at the Harvard Club there on the morning of the 2nd instant.

I have been working very steadily on my book since my return from Bethlehem, though I was obliged to give the greater part of two days to a further revision of the plan for the Shipbuilding Corporation. It has occurred to me that you might be interested in seeing a copy of the plan as adopted. Perhaps, too, you will be interested in seeing the last letter received from Mr. Powell, who is in charge of the Sparrows Point shipyards. In my advocacy of joint committees, I thought the Bethlehem Shipbuilding Corporation would be interested in looking over a report of the proceedings of one of the conferences at the Steel Works. I also thought they would be interested in seeing the blank form used by the President's Industrial Representatives at both the Steel Works and the mines. They have copied both features in their plan. I enclose Mr. Powell's letter and the copy of the plan. Perhaps you will let me have them back after you have looked them over. It is interesting to notice that the request which comes to me from Mr. Currier of Boston has evidently been as a consequence of my conferences with the Bethlehem Corporation.

You may also be interested in seeing a communication I recently received from Mr. Walsh. I therefore enclose it along with the other communications.

In connection with my book, I have been working out a concluding chapter with reference to recent developments in England. I think I mentioned to you, about the time the Whitley Report appeared, that the principles it embodied, and which are now attracting very considerable attention in England, were similar to the principles on which the Colorado Industrial Representation Plan is based. As the Whitley Report appears to be meeting with acceptance from both Employers' Associations and Trade Unions in England, I have thought it well, for this as well as for other reasons, to bring out the significance as respects similarity between the two, the Colorado Plan having been in operation fully two years before the Committee on Reconstruction in England made its report. This chapter will bring my book up to date, so far as both England and America are concerned. The work has now reached the stage where I am sending forward the final revise, but I confess the importance and significance of each chapter impresses me so strongly, in the light of all that is now transpiring in world affairs, that I feel the work merits the utmost care, and I am not permitting myself to glide over any parts of it for the sake of economy in

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

time. I may be wholly mistaken, but I believe in the worth of what I have written, and I think the book will be of some real service in the important work of industrial reconstruction. At all events, it is deserving of the best I can give it of time and attention just now, and I am grateful beyond words to have the privilege of working thus quietly upon it through the weeks of the summer.

I have been waiting the next occasion of writing you to express my thanks for the very pleasant day spent with Mrs. Rockefeller and yourself at Tarrytown. I would have sent a line of special acknowledgment immediately upon my return, but I ~~felt~~ that you both would know how genuinely pleasurable the little visit was, and how greatly I enjoyed its many opportunities of conversation, and especially the pleasure of seeing Mr. Rockefeller, Senior. I seem to have forgotten to speak of the photographs I am still hoping to obtain, but in all probability shall write you of them again, as I am really most anxious to have them for my library.

Would you please tell Mrs. Rockefeller that the title of the book by William James, of which I spoke to her, is "Talks to Teachers on Psychology and to Students on Some of Life's Ideals". The latest edition appears to have been published by Henry Holt & Company, New York, in 1915.

Please tell Mrs. Rockefeller also that I have thought many times of my walks and talks with little David. His beautiful nature and happy little ways have been much in my thoughts. Indeed, I have enjoyed greatly thinking of all the children, and the pleasure of their company was no small part of the enjoyment of my visit.

Yours very sincerely,

W. L. MACKENZIE KING

Note - Since dictating this letter, Mr. King has received a further wire from Mr. Currier, and has arranged to go to Boston Thursday afternoon. He will arrive in Boston Friday morning. The concern in which Mr. Currier is interested is the Lynn, Mass. plant of the General Electric Company.

F. A. McGREGOR

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36080

102(13)

The Eyrie
Seal Harbor, Maine

July 20th, 1918

Dear Mr King:

Miss Adams will send you in two or three days, my Denver address, which I have revised. This I have done primarily with a view to its publication for distribution, leaving out, as you will note, the introduction applying only to Denver.

As you know I am going to use this address at Chautauqua on August 10th. Originally I had thought to omit the extended reference to the Colorado Plan, but as I have revised the paper, I have wondered whether it might not be alright to use it, particularly as it now stands. They are asking me to speak at Chautauqua from fifty minutes to an hour and a quarter. This, therefore, will not be any too long. If I take out the description of the Plan, I shall have to substitute other material, and after all, is not this description of the Plan perfectly appropriate to leave in the address, and will it not be generally interesting ?

Please write me frankly and at your earliest convenience what you think of this point - making, also, any criticisms as to material or form of expression which occur to you.

Very truly,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36081
102(13)

The Roxborough,
Ottawa, July 25, 1918.

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

Dear Mr. Rockefeller:

Since writing you the day before yesterday, I have received your letter of the 20th instant, with reference to your address at Chautauqua.

I have not yet received from Miss Adams the revise of the address, but as soon as it is received, I shall go over it with care. I am leaving this afternoon for Boston, but if after arrival there it should appear that my stay is likely to be longer than two days at the outside, I shall telegraph Mr. McGregor either to forward the manuscript or bring it to me. My present expectation is to be back in Ottawa by Sunday, or Monday at the latest.

I do not see why you should think of omitting the extended reference to the Colorado Plan which your address at Denver contained. I am quite sure that part of the address will prove of very real interest, and coming from you will have a very special interest to your audience. I doubt if there is any material you could substitute which would be as wholly appropriate as this is likely to be.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36082

102(13)

26 Broadway
New York

July 23, 1918.

Dear Mr. King:

In accordance with the direction of Mr. Rockefeller, Jr., there is enclosed herewith a revised copy of his Denver address.

Very truly,

J. Adams.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

36083 Form 1204

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT

T123FY FKN 29

SEAL HARBOR MAINE 555P MULY 26

W L MCKENZIE KING SV116

HARVARD CLUB BOSTON MASS

IF ENTIRELY CONVENIENT WOULD BE GLAD TO HAVE YOU COME HERE ON NIGHT TRAIN SATURDAY TO CONFER ABOUT CHATAUQUE ADDRESS YOU COULD RETURN TO BOSTON SUNDAY NIGHT IF DESIRABLE

JOHN D ROCKFELLER JR

618P

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

WESTERN UNION

36084 Form 2

RECEIVERS NO.	TIME FILED	CHECK

TELEGRAM

THEO. N. VAIL, PRESIDENT

SEND the following Telegram, subject to the terms on back hereof, which are hereby agreed to

Boston, July 27. 1918

To John D. Rockefeller Jr.

Seal Harbor

Maine

Situation here critical and most important, Think I should ~~be~~ remain ~~here~~ tomorrow. If department heads present will so advise will be ~~delayed~~ glad to see you Seal Harbour for day before returning if later day equally convenient to you

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

WESTERN UNION TELEGRAM

36085 Form 1204

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

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

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

RECEIVED AT 113 MASS. AVENUE BOSTON PHONE MAIN 8020 LINE 108

T72FY FHB13

SEAL HARBOR ME JULY 27 204PM

W L MCKENZIE KING SV 62

HARVARD CLUB BOSTON

TELEGRAM REC'D NO HASTE COME AT YOUR CONVENIENCE FOR A DAY IF POSSIBLE

JOHN D ROCKEFELLER JR

3P

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36086
102(13) 150(N)

The Eyrie
Seal Harbor, Maine

July 29th, 1918

Dear Mr King:

The next best thing to seeing you was the satisfactory talk we had on the telephone yesterday. I will send you the finally revised copy of what I am proposing to publish as a result of the Denver address - after I have received the copy which you now have and upon which you have made corrections. This manuscript has no connection with my Chautauqua address, except I thought it well to have it come out immediately thereafter - in fact, it has only been held up so that such material of it which is used at Chautauqua will be fresh.

As I told you, it has seemed best to me to omit in the Chautauqua address the extensive description of the Plan, and instead speak somewhat intimately of my first visit to Colorado as I did at Ottawa, and add thereto a few words about the Plan and my findings on the recent trip to Colorado. This will naturally lead to the statement made at Colorado, regarding the success of the Plan and its introduction in other industries as well, the attitude of the War Labor Board, the Fuel Administrator and the public, toward the principles which it embodies. I think this sort of treatment of the Colorado experiences in the two trips and the results of the work done there, will be better adapted to the Chautauqua audience, will be more interesting to them and can be a good deal more personal.

I have read with much interest your letter of July 24th, with its enclosures, all of which I am returning herewith. The letter from Vice-President Powell is highly gratifying, as well as the completeness with which he has adopted your suggestions.

I think it is well worth your while to give the time which you are giving to the General Electric Company matters. It is a large and important corporation, and assistance rendered it will be valuable from an advertising point of view, among other corporations.

I note with interest the satisfactory work you are doing on your book and thoroughly agree that it ought to be written with the utmost care. I am as hopeful as you are that it will prove

C.P.A. 150(13)
C.P.A. 46(3)

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36087

The Eyrie
Seal Harbor, Maine

to be a real contribution to the subject. While early publication is desirable, perfection in the selection and presentation of material is of greater moment. When the book is in galley form I shall be immensely interested to read it.

While I was sorry not to have seen you here, unless you could have come over a Sunday, which would otherwise have been wasted, of course would not have felt it to be a wise expenditure of your time, in view of the various matters that are pressing upon you for attention just now.

In the hope that your work with the General Electric Company has been completed as satisfactorily as it started, I am,

Sincerely,

John D. Rockefeller Jr.

P S
I am enclosing carbon copies of some notes on Industrial questions, which you may care to put in your file.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36055
36088 150(P)

102(13)

The Roxborough,
Ottawa, July 31, 1918

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

Dear Mr. Rockefeller:

-- What do you think of the enclosed clipping?

The principles, provisions, and practices referred to in the paragraph I have marked are those of the Colorado Plan. It might be worth while, in your Chautauqua address, to devote a special paragraph to this recognition on the part of the Federal Fuel Administration.

Please keep the clipping, and also the printed copy of the "Representation of Employees" of the Bethlehem Shipbuilding Corporation, which I thought you might like to have,
-- and which I am also enclosing.

I got back to Ottawa this morning, after two most interesting days spent in visiting the plants of the General Electric Company at Pittsfield, Mass. and Schenectady, N. Y. Mr. Chesney, the Manager at Pittsfield, and Mr. Emmons, the Manager at Schenectady, gave over their entire day to showing me over their respective plants, familiarizing me with all that is being done relative to the relations of management and employees, and in giving me opportunity of meeting the principal officers connected with the industry. I gathered a lot of most valuable and helpful information.

I did not know, at the time of phoning you, that the report of the Massachusetts Board had not been submitted to the men of the Lynn plant who went out on strike, but only to a small committee of union men who were responsible for having inaugurated the strike. I believe, had the Board's recommendations been submitted to the men collectively, they would have been accepted by an overwhelming majority. Perhaps it is as fortunate that the issue shaped up in the way it did, as there can be only one possible result, in view of the attitude

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

of both the Federal and State Administrations toward strikes prior to investigation. I am sure you will agree with me that the management at Lynn scored handsomely in accepting in a whole-hearted manner the recommendations of the State Board.

I have just received your more than kind letter written on the 29th, and its returned enclosures.

I shall let you have back the revise of the Chautauqua address just as soon after its receipt as it is possible to go over it with care.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36090

102(13)

The Eyrie
Seal Harbor, Maine

July 31st, 1918

Dear Mr King:

I received the manuscript of my Denver address with your corrections, most of which I adopted as improvements without question.

Since sending you the manuscript, I had made numerous changes myself, some of which seemed to me to cover adequately the revisions which you had made. The manuscript is being recopied in New York and a draft will be sent you within a few days. I shall appreciate a further careful reading of it on your part, after which please send it to me at 26 Broadway, with any suggestions.

You will note that I have introduced a paragraph dealing with the questions asked me by the President's Commission and my answers thereto - closing with the statement that when the principle of "Do as you would be done by" is generally adopted in industry, there will be no Industrial Unrest, no Industrial Problem. This paragraph, you will recall, I used in my Ottawa address. It seems to me significant. You may feel that introducing this principle makes confusion with the principle of Representation, which is particularly dwelt upon in that portion of the paper. Do not hesitate to suggest a relocation of the paragraph, or a different introduction to it, or its omission, if that seems best.

I have read with interest the newspaper clipping which you sent me, and which I am returning herewith.

Mrs Rockefeller thanks you for the name and author of the book of which you spoke, and wants me to express her regret that you were unable to spend the Sunday with us.

Very sincerely,

John D. Rockefeller Jr.

Mr W L Mackenzie King,
Ottawa, Canada.

Posted - 31st. Aug. 2

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36091

102(13)

26 Broadway
New York

August 1st, 1918.

Dear Mr. King:

Mr. Rockefeller has again revised his Colorado speech, and directs me to enclose a copy to you for your suggestions and comment.

Very truly,

Charles D. Hard-

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)

36092

The Eyrie
Seal Harbor, Maine

August 3rd, 1918

Dear Mr King:

I have received the corrected copy of my Denver address, and am sending you herewith the copy which you formerly read, upon which I have added the corrections contained in the revised copy. This I am doing since it may make it easier for you to follow the revision. The old copy may be destroyed.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

162(13) 36093

Ottawa, August 7, 1918.

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

Dear Mr. Rockefeller:

I received on last night's mail your letter of August 3, enclosing the old revise.

I hope you duly received, before leaving Seal Harbor the returned revise which I mailed from Ottawa on Saturday night last. I thought you were anxious to receive the copy before leaving Seal Harbor, and therefore made a special effort to get it off to you that night. I had mailed it to you at Seal Harbor before receiving your letter of July 31 asking me to send it on to 26 Broadway.

I have looked over the corrected revise, with your notes, but do not see any points which were not covered in the copy sent to you at Seal Harbor. I am therefore not returning this latest copy, but shall destroy it as soon as I hear that the other has been duly received.

I thought the addition of the paragraph with reference to your reply to the question asked by the President's Commission was quite in place, and in every way a valuable addition.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36094
102(13)

En Route,
August 7th, 1918.

Dear Mr King:

I have your note of August 3rd returning the last revised manuscript of my Denver address and thank you for your promptness in going over this paper and returing it to me. All of your suggestions are admirable.

I will omit the publication of the reference to the Bethlehem Corporation, unless within the next week or so something develops which would justify it. (In this event, please so notify me) I think it adds strength and completeness.

Yes, the title will be BROTHERHOOD.

I had not heard that the Lynn strikers had accepted the award of the State Board, when it was offered to them - and it is most gratifying.

I am just leaving for New York, where I shall be for the next few days.

Very sincerely,
John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36095
102(13)

26 Broadway
New York

August 9th, 1918.

Dear Mr King:

Your letter of August 7th is received. I note with interest the clipping which you enclosed, and which I am returning herewith.

As you already know, I received the revised copy of my manuscript from you before leaving Seal Harbor.

It looks as though the Y M C A, the Y W C A and the War Camp Community Service New York City Campaigns will all be combined into a single Campaign. If the conditions are in accord with my views on the subject, I think I shall be in duty bound to accept the Chairmanship of the Campaigns. This will finally be decided on Monday next.

I return to Seal Harbor Tuesday night.

Mr Lee is proposing to publish in the New York Sunday papers the Chautauqua address, as coming from Chautauqua, leaving out the description of the Colorado Plan and the results of its operation, and making an appropriate introduction. He then proposes to publish in Monday's papers, the portion of the address which presents the results of the operation of the Colorado Plan.

This division, Mr Lee is making because the latter publication he believes will have exceptional news value and will doubtless get wider circulation than the entire address.

Shortly the complete address will be published in booklet form and distributed widely.

In the newspaper publications I have left out the reference to the Bethlehem Ship Building Corporation, and also the statement that the President has recommended the principle of representation to employers, and employes. Mr Lee feared this latter might be construed as a claim, on my part, that the President had in so many words endorsed the Colorado Plan, and it was better to avoid any possible misunderstanding.

Very sincerely,

John D. Rockefeller Jr.

Mr W L Mackenzie King,
King's Cottage,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Churchill thinks the
time has arrived
for a reading
of your speech!

36096

WAR IS NOT WON CHURCHILL MAKES REPLY TO PACIFIST

Has Got to be and These Facts Should Dominate, All Other Thoughts Are Treasonable.

(Associated Press Despatch.)

LONDON, Aug. 5.—In the form of a long letter to his constituents at Dundee, Hon. Winston Spencer Churchill, minister of munitions, replied to the Marquis of Lansdowne's recent letter and makes and elaborates the following, among other points: "The war has got to be won. It is not won yet. These two facts dominate every form of argument not arising from despondency or treason.

"Appearance of power is with the enemy; reality of power it with us.

"President Wilson with searching though has spoken the only words which should be heard in the councils and camps of the Allies: 'Force without stint, force without restraint, force to the utmost limit.'

"Two separate conditions are required from the German people. First, they must be decisively beaten in the field by the Allies and, second, they should, by their own free and spontaneous action, make a definite break with the system which has led them to so many fearful and monstrous crimes. Not until then will they be allowed to take a place in a league of nations and be received by the brotherhood of mankind."

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36097

61 BROADWAY
NEW YORK

To.....
By.....
AUG 12 Rec'd
J. D. R., Jr.
REMARKS

August 10, 1918.

Dear Mr. Rockefeller:

Attached please find copies of the statements as we gave them to the press.

On Friday we mailed copies of the Brotherhood statement to all daily papers that we could reach in time for publication Sunday morning, some 500 in all. We also sent a copy of the speech to the Associated Press for use on their night wire Friday night.

We mailed the statement with reference to the Colorado Plan on Friday to papers as far west as Kansas City, sending them by special delivery mail in cases where it was necessary to insure reaching the papers in time for publication Monday morning.

To-day we are mailing the statement to the papers nearer at hand, to reach them tomorrow.

The mailing was so timed that no one newspaper office would receive the two statements in the same mail or, in fact, on the same day.

We have, in addition to the foregoing, mailed copies of both statements to news reviews and financial, industrial and labor magazines, and have also sent copies to the editors of the principal papers in Colorado.

Very truly yours,

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

26 Broadway
New York

August 12, 1918.

Dear Mr. King:

You will be interested to note from the enclosed that Mr. Calloway and the Davis Coal and Coke Company have found that their Plan of Industrial Representation is not as satisfactory to their own employes as the one developed by the Consolidation Coal Company and that they are now adopting the latter.

Mr. Calloway has always felt that his plan was in every way adequate and that further additions to it were not necessary, but circumstances do change our opinions sometimes in a most surprising way.

Please return Mr. Calloway's letter with the enclosure at your convenience.

Very sincerely,

John D Rockefeller Jr.

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36099 150(P)

The Roxborough,
Ottawa, August 18, 1918.

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

Dear Mr. Rockefeller:

I was very pleased to receive your letter of the 12th instant, enclosing Mr. Calloway's circular with reference to the Plan of Industrial Representation for the employees of the Davis Coal and Coke Company, and the basic agreement for the Maryland and Upper Potomac coal fields. I return Mr. Calloway's letter with its enclosure.

It is indeed remarkable how far-reaching the work done at Baltimore has proven to be. When one realizes that the order of Mr. Garfield makes the principles of the basic agreement applicable to disputes arising anywhere in the coal fields of the United States during the War, one gets a just appreciation of the significance of every word and phrase in the agreement as drafted at that time.

You will be delighted to know that since my last letter to you I have completed two plans of Industrial Representation, each of which is likely to prove far-reaching in its effects and highly significance, one for the General Electric Company, to be made applicable to the Lynn Works; and the other for the Bethlehem Steel Corporation, to be made applicable to all the plants of the Steel Corporation and its subsidiary companies. I spent all of the last week and a few days of the week preceding, at Bethlehem and Lynn, or between the two places. I was busy every minute of the morning, afternoon, and evening; otherwise I should have written you before. My real reason for not writing, however, was that both the Bethlehem Corporation and the General Electric desired that what they were doing should be kept wholly confidential, even as between each other. Consequently, I have said nothing to anyone of the work. In making mention of it to you at this time, I feel that I am not violating any confidence, so long as I ask you to keep the information in entire confidence yourself, until, at least, you see some public mention of it. This, I should think, might be looked for within the next fortnight. I know that no one will share with equal satisfaction

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36100
102(13)

the pride and joy I have had in doing this work and having the confidence of those who have trusted my judgment in these matters. I think you will be not only delighted, but amazed, when you see what has been accomplished.

I have just returned to Ottawa. The absence has thrown me a little behind on my work for the Houghton Mifflin Company, but I can conceive of nothing of greater importance which it would have been possible for me to do during the past fortnight, and I have therefore felt that, even if some further delay in the book were involved, it would more than be offset by what will follow through what has been accomplished in the fields indicated. I shall have much of interest to tell you concerning some phases of these matters when we meet again.

The plan of representation which I assisted in drafting for the Bethlehem Shipbuilding Corporation, to be adopted at Sparrow's Point, is now in full operation. Nominations and elections were held last week, and excepting for one or two of the trades, all of the representatives have been chosen. The Company has also extended the plan to one of its other shipyards, and before very long it will in all probability be extended to all.

I also enclose a letter from Mr. Herbert D. Stoneham, which Miss Adams forwarded to me with your request for an opinion as to what the communication merits. I agree with you that it would hardly be worth-while to do more than thank the writer for his suggestion. While no doubt, as the writer suggests, existing legislation might be turned to advantage in furthering a closer relationship between Capital and Labor, your particular opportunity lies more in the direction of what it is possible voluntarily to achieve in industries with which you may be connected. Efforts to evoke law in any form to further friendly relationships in your case would be certain to be construed as an attempt at compulsion. If it were necessary to give any explanation to the writer, of your attitude, something along this line might suffice, but I do not think his letter merits more than an acknowledgment from someone on your behalf.

I was very glad to receive the printed copies of the statements of your interview and Chautauqua address. I wish I might have heard the latter. Had I not been in the thick

Copies 150(6)

Copies 150(N)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

of the other matter at the time, I should have carried out an intention I have had all along of wiring to ask if I might be with you in Chautauqua when the address was delivered.

I hope the gathering was all you wish it to be, and that you found the audience an inspiring one to address.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36102

26 Broadway
New York

August 13, 1918.

Dear Mr. King:

Mr. Rockefeller, Jr. wishes me to send you the attached letter and to ask whether it would seem to you to be of interest or whether you agree with him that it would be hardly worth while to do more than thank the writer for his suggestion.

Will you kindly return the letter with your reply to Mr. Rockefeller at Seal Harbor, where he will be shortly?

Very truly,

J. D. Rockefeller.

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36103 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, August 27, 1918.

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

Mr. Wheelwright has wired ~~me~~ urgently requesting me to meetihim at Fairmont, West Virginia on important matter. Am leaving three-ten this afternoon for New York. Hope to breakfast with Welborn at Vanderbilt Hotel and go on by Baltimore and Ohio Railroad at nine-fifty-five ~~through~~ to Fairmont via Washington and Grafton.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36104

The Roxborough,
Ottawa, August 31, 1918.

Private and
Confidential.

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

Dear Mr. Rockefeller:

When we talked together on the train last evening, I was, as you may recall, a little confused in my recollection of exactly what had been done by way of the insertion of a contract respecting wages, working conditions, etc. as a part of the plan drafted while at Baltimore, and which was subsequently made to apply to West Virginia and other divisions of the Consolidation Coal Company. As mentioned in answer to your question on the point, I recalled having written such a contract into the plan which was adopted with reference to the dispute which we were seeking to adjust at the time, and which related to the mines in Maryland, in the Georges Creek and Upper Potomac Division, and I remembered emphasizing the importance of a contract as a basic feature of any plan of representation, wherever applied. I could not be sure, however, speaking from recollection at the moment, of just what form the contract feature had taken in the blanket plan as drafted.

Since returning to Ottawa, I have looked the matter up in my files, and find that not only had I emphasized the importance of a contract as a part of any plan, but also had written the form of contract into the blanket plan as well as the modified plan made specially applicable to the mines in Maryland. I see, on referring to the printed Memorandum of Agreement between the Consolidation Company and its employees in West Virginia, that the contract had been embodied just as it was in the blanket form. The paragraphs on this point are as follows:

> "All rules, regulations, and practices now in effect in the respective mines shall continue without change, except as they may be affected by this agreement.
>
> "As respects wages and the continuance of mining operations, the Company and its employees shall continue to comply with the provisions of the order of the United States Fuel Administrator issued on October 27, 1917, particulars of which were given to the employees by notice posted at each mine on October 31, 1917."

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I remember, in our discussions at the time, that this was held to include all that it was possible or advisable to say on the subject of wages. The matter, therefore, which arose at West Virginia is in no way a consequence of any oversight on my part in anticipating any questions that might arise, and which there might be occasion to deal with under the plan. You will see in a moment what the significance of the issue was when I explain that "as respects wages" in the Maryland district, payment by the Consolidation Coal Company was on a tonnage basis; whereas in the West Virginia mines it was payment by the car, not by the ton.

As I explained to you, payment by the car is an antiquated practice, and not regarded as a fair one as respects employees. The operators of West Virginia had come to realize that if a question were ever raised of payment by the car, their position would be indefensible before any tribunal to which the matter might be referred. They realized, moreover, that, with conditions being what they are in the fuel industry at the present time, it was only a matter of a very short time before the miners of West Virginia, or someone on their behalf, would bring up the question of method of payment, and demand readjustment on a tonnage basis. As the question came up with respect to other mines at the time of Georges Creek and Upper Potomac settlement, the West Virginia operators decided there and then that they would order scales immediately and have them put in, so that the change could be made from the old system of payment by the car to payment by the ton. They did not wish to draw attention to the practice prevailing of payment by the car, and therefore left this matter open for readjustment when the scales were put in.

Assuming a question concerning wages to arise under the plan as applied to the Georges Creek and Upper Potomac mines, an umpire would have a definite scale to go on, which would be the scale as existing at the time the agreement was accepted by the parties, and any finding would be in relation to this scale.

In the case, however, of the West Virginia mines, reference, under the plan, of the wages question involved in a change from payment by the car to payment by the ton, would involve not an adjustment of wages on some known basis, but the fixation of a basis itself. To have this adjustment made under arbitration, in accordance with the provisions of the plan, would mean the bringing in to the discussion rates of wages paid in other localities and districts. Apparently, there is a considerable difference between the equivalent of

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

what the Consolidation Coal Company has been paying in West Virginia on the car basis and the payments of other companies outside of West Virginia on a tonnage basis. The problem, therefore, which the West Virginia operators had to consider was whether it was better to proceed to adjust the wage question under the plan, with the possibility of having a very considerable increase of rates made, as an almost inevitable consequence of the publicity involved in arbitrating wage rates in the fuel industry at this time in the circumstances under which the change from a car to a tonnage basis was made; or whether it was better to proceed by direct negotiation with the United Mine Workers and get an agreement signed up which would mean the fixation of a comparatively low scale.

Apparently the Company had the alternatives under consideration for some time, and Mr. Hamilton, an operator at Pittsburgh, who is an expert in negotiating wage agreements, was authorized to see what basis the United Mine Workers would be willing to agree to should a contract be entered into with them. From what Mr. Hamilton told me in conversation, it would seem that he had conferred with the officers of the United Mine Workers on this subject and had learned from them exactly the basis they were prepared to agree to. It meant a difference of a few cents a ton in comparison with existing payments. The matter then reduced itself, in the words of Senator Watson to me, to one of sentiment against dollars; or, in the words of Mr. Wheelwright to me, to one of settlement under the plan, with considerable risk as to rates, against direct negotiation with the Union on terms already ascertained.

When the question of these alternatives first presented themselves to the Consolidation Company, I cannot say. I was told that it was the action of the other operators which precipitated the whole situation and made it necessary for the Consolidation Company to take quick action.

At the time the Consolidation Coal Company put the plan into operation in their mines, the other operators were obliged to follow suit. They did so, I was told, reluctantly in some cases, and apparently, notwithstanding the existence of the plan in their minds, in some cases went ahead and negotiated secret agreements with the United Mine Workers at the time their wage scales were introduced. The other operators, so Mr. Wheelwright and Senator Watson informed me, were unanimous in their wish to make an agreement with the Union on a basis which would keep wages at a relatively low figure. The Consolidation Company, without indicating what its position would be, had a meeting of all the operators called. The opinion of all present, so I was informed, was unanimous for a settlement on a basis which would avoid arbitration.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

You will remember it was the latter part of the month of April that the men in the mines of the Consolidation Coal Company and other companies in Maryland went on strike in the Georges Creek and Upper Potomac fields. They were ordered back by the Fuel Administration, and it was to settle that particular dispute that the plan was originally drafted. As originally drafted, the plan included two sets of committees: pit committees and division committees. When it went before Mr. Garfield for submission to the representatives of the men, they expressed a desire to have the division committees cut out. This was acceptable to many of the operators other than the Consolidation Company, because of the fact that they had single mines and did not require district committees. As it made but little difference in the fundamental features of the plan whether the division committees were retained, so long as the arbitration and other features for adjusting differences were kept in their entirety, the Consolidation Company agreed to this modification in the case of the plan as applicable to the mines in Maryland, and the plan thus modified was accepted by both parties, and announced by the Fuel Administration as the plan which should govern their future arrangements.

There were, therefore, two plans: the original plan with the two groups of committees; and the original plan modified, or what came to be known as the Maryland Plan.

The Consolidation Coal Company decided to introduce, without reference to the Maryland dispute, the original plan into its fields in West Virginia, Kentucky, and elsewhere. In a letter to you of May 10, a copy of which was sent to me by Mr. Wheelwright, Mr. Wheelwright enclosed a copy of the order of the United States Fuel Administration in the Maryland and Upper Potomac districts. In other words, he sent you what is described as the Maryland Plan. In another communication on the same day, Mr. Wheelwright wrote you that the Company had decided to put into effect the original plan, with one slight modification, in the West Virginia division, and that the plan had been put in at Fairmont that morning. In the same letter Mr. Wheelwright mentioned that he had written Dr. Garfield that, unless there was some change in conditions, the Company would, in deference to Dr. Garfield's wishes, put the plan into effect simultaneously in Pennsylvania, Millers Creek, and Elkhorn divisions, but would put it into effect only in the West Virginia division and delay putting it into effect in the other divisions.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

In a letter to me on May 18, Mr. Wheelwright says:

> "We have placed our original plan in effect in Fairmont and a Committee of all the operators met and adopted it unanimously, and I presume it will be put in by practically all of the companies in that region."

He added:

> "I have instructed the Operating Department that they are at liberty now to go ahead and put it into effect in Pennsylvania and also in our two fields in Kentucky. Now that the modified plan was adopted in Maryland and the larger plan in West Virginia I see no reason for waiting, and we will put it into effect in these fields next week."

In a letter of June 12, Mr. Wheelwright says:

> "We have put the other plan into effect in Fairmont, Millers Creek and Elkhorn. On account of some labor reasons we have deferred putting it in at Somerset."

Now, here is a point which bears directly on the present case. On July 23, supervision and control of labor conditions in the coal fields were undertaken as a war measure by Dr. Garfield on behalf of the Federal Fuel Administration. His action followed an agreement between himself and Secretary of Labor Wilson. The Fuel Administration then gave out a statement to the effect that no strike should take place pending the settlement of any controversy until the dispute had been reviewed and decided by Dr. Garfield; that recognition of the unions should not be exacted during the continuance of the War, except where already recognized by collective bargaining; that where by joint contract between employer and employee machinery was provided for the settlement of controversies, the United States Fuel Administrator would not be required to intervene or to mediate until such means had been invoked and the remedy exhausted without reaching adjustment; that where the United States Fuel Administrator intervenes, substantially the principles, provisions, and practices laid down in the Maryland and Upper Potomac settlement of May 6, 1918, shall be accepted by the workers and employers and their chosen representatives as sufficient.

This action of the Fuel Administration made, as you will see, the settlement of any question possible without the possibility of a strike or any union recognition. It made the Maryland Plan the basis of final settlement of any dispute. Now, what both Senator Watson and Mr. Wheelwright said to me

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

was the case, was that the men had not been slow to see - or rather, the interested union men watching on their behalf had not been slow to see and to point out - that if the question of fixing a wages basis on the transition from payment by the car to payment by the ton, were to be brought up to Dr. Garfield, they would express every willingness to go under the Maryland Plan (which is the same as the original plan put in force in West Virginia, with the modifications indicated); but they would demand that, being under the Maryland Plan, they should receive Maryland rates, which amounted to a difference of 50 cents per ton. They did not expect that they would receive any such rate; but they did expect that they would be awarded a tonnage basis which would mean an increase of possibly 20 cents. They were prepared to make a trade for purposes of an agreement with the union, which would mean a scale involving a certain increase of not more than 8 cents per ton.

I feel sure in my own mind that Mr. Wheelwright was genuinely anxious for the plan to be maintained. He took a good deal of pride in having had to do with its authorship. It has worked well in the Maryland division. What I find perplexing in the situation in my own mind is the circumstance that some persons connected with the Company were evidently anticipating subsequent negotiations with the union, because influences were being used by the Company to make sure that the men who obtained office in the local unions were men whom the Company knew and whom they felt they could count upon to stand by any preliminary understanding when matters came to final negotiations of a definite agreement.

Another circumstance that I find it hard to explain was that the Chief Justice of the State of West Virginia, who under the plan was named as the person who should appoint an umpire, had refused to name anyone. When this fact was mentioned to me, I asked why he had refused, but was told that he had made no explanation.

I was also told, which I omitted to mention in our hurried conversation, that when the plan was introduced several of the men were reported to have said that they preferred to have the Company deal with unions of which they had become members. Practically all the miners in the State, so Senator Watson told me, had become unionized since the establishment of the War Labor Board and its declaration that the right of union organization was in no case to be abridged or denied by any mine operator to his employees.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

When I see you again, I shall give you my opinion of the situation as it appears to me upon maturer reflection, and having regard to the first interviews which took place in your office. If you recall what I said to you as we drove from the Harvard Club to your office, before I had met any of the gentlemen connected with the Consolidation Coal Company, you will have an explanation of the whole situation as I am inclined to view it at the present time.

I am writing you very fully, and at this great length, in order that you may have before you just as completely as possible the essential facts and circumstances of the situation. The one feature in the whole matter which really is the unpleasant one, and which I think may be regarded as the determining one, in enabling you to judge what it is that lies back of everything, is the circumstance that not the slightest inkling of what was transpiring and leading up to the consummation of the agreement, which I imagine is now consummated, was given either to you or to me until everything had been finally settled; that I received word to come to Fairmont - over the long distance phone and by telegraph - only on Monday night, with a supplementary telegram Tuesday morning urging me to be there Wednesday at the latest; while you received no intimation of any kind. Were the financial consideration the one of primary concern, that surely was a phase of the question on which, with your interests being what they are, sympathetic consideration might have been anticipated from you. The fact that nothing whatever was said of this, but that in a period of silence men were being selected for office who could be counted upon to act in a known way as union officials, and that negotiation had already commenced in a tentative way with union officials at headquarters, would make it seem that considerations apart from the financial one may have also had their influence.

Just a word, in conclusion, as to my own attitude after reaching Fairmont. You appreciate, I think, the motive which made me respond immediately to Mr. Wheelwright's telegram, and to lose no time in reaching Fairmont after its receipt, sending you at the same time such intimation of my going as was possible under the circumstances. Having arrived in Fairmont without the slightest knowledge as to why I had been called, my attitude was naturally that of listening to everything that might be volunteered, and waiting for some announcement of the purpose for which I had been brought. As I explained to you, nothing was said to me of the purpose, except when I asked the question, had you been informed of what I was being told, and the reply was made to me by Mr. Wheelwright that you had not, which was supplemented by his further remark that I had been of such assistance on a previous occasion that he had thought

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

it was best to wire me to come, believing that it would be impossible to have the situation understood excepting by someone who was on the spot. As I said to you, nothing was even said to me about seeing you. I purposely refrained from asking whether it was intended I should see you or not. I also debated through the day whether I should wire you, but concluded that would simply involve bringing you into a situation which already had reached a finality, and running the risk possibly of having representations made to the union that negotiations had been held up on account of some action on your part and mine, where it was perfectly evident that any action would not affect matters one way or the other, but might occasion embarrassment to yourself.

You may have thought it strange that I did not suggest having you informed of the situation the minute I learned of it. This point I considered very carefully at the time. My judgment inclined me wholly against communicating at all, except at the earliest opportunity after reaching New York. To have attempted to hold up negotiations as your representative would have served no helpful purpose and might have wrought considerable injury.

I think this communication, together with what I said in conversation, gives you all that is of any concern in this matter. Please forgive its length, but it is well you should have the salient points. Might I suggest that when you have read the letter you destroy it, and please let me know of its receipt, as soon after you get it as possible, as I shall be anxious until I know that it has safely come to hand.

--

I enclose a copy of a letter which I have written Mr. Wheelwright, and which will go out on the same mail as this communication. When you spoke to me of writing Mr. Wheelwright, you mentioned that it would be the middle of the week before you would be back at the office. When we were parting last night, I understood you to speak of the 18th or 19th of the month as the time when you would be back in the city. Not being quite sure whether it was the middle of the month instead of the middle of the week that was meant, in referring to the latitude to be given Mr. Wheelwright for reply, I have made the reference I have to 'some days' in the communication I have sent to him.

Please let Mrs. Rockefeller know about the shape in which the original plan was drawn with respect to the contract feature. I felt a little embarrassed at not being able to say definitely in conversation in what form this matter had been left, but I should be sorry to have her think that I had overlooked any matter of significance in a transaction so important.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I enclose for your perusal two letters which have come to me from Mr. Greenslet, the Literary Adviser of The Houghton Mifflin Company, with reference to the work of revision I have done on the manuscript since the time he first read it and recommended its acceptance by the Company. The changes made were partly in the nature of revisions I had contemplated making from the outset, and partly in the nature of additional material more or less human and personal, which he suggested might be introduced with a view to adding to the general interest of the book.

I need not add the pleasure it was to me to meet you and Mrs. Rockefeller yesterday, and to have dinner with Mr. Rockefeller, Sr. Nothing but the keenest appreciation of the value of every moment of time made me forego the pleasure of spending the night under Mr. Rockefeller, Sr's roof. I know only too well the value of opportunities so exceptional, not to appreciate very fully the sacrifice involved in foregoing the invitation to remain over the night at Tarrytown.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

KING'S COTTAGE,

Private

Kingsmere, Que.,

September 3, 1918.

Dear Mr. Rockefeller:

I have thought you would be interested in learning of an enclosure Mr. Wheelwright had sent me, and seeing the letter which accompanied it. I enclose too a copy of my letter to Mr. Wheelwright in acknowledgment. As I mentioned to you, I told Mr. Wheelwright at the time he asked me to send a statement of my expenses and account to him that I would send him the former but preferred to leave to himself the amount of the account. He said that you had asked to meet the expenses and payments incidental to the other work, but that with respect to the trip to Virginia he wished the Consolidation Co. to meet all incidental outlays.

I hesitated somewhat about accepting this amount, but all circumstances considered it has seemed to me quite proper that I should. I have sent on the check to my brother, who I regret to say seems to have broken down again, and had to be taken back to his home in Denver by ambulance from Colorado Springs.

Yours very sincerely,

W. L. Mackenzie King.

Please return Mr. W's letter.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."
36114
ROCKEFELLER FOUNDATION.

KING'S COTTAGE

Kingsmere, Que.,
September 8, 1918.

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

Dear Mr. Rockefeller:

I enclose a letter just received from Mr. Wheelwright, and which speaks for itself. Kindly return after perusal.

Am working very hard on my book, and hoping to finish within a fortnight.

I have asked the Houghton Mifflin Co. to mail you a set of proofs as they are run off for me - to address yours to 26 Broadway. If you can find time to read the proof pretty much as it comes in, it will help to expedite matters materially, as the publisher will go on at once with the make-up of page forms. As the book is coming out on my own responsibility, I do not feel the same need that I did where the Foundation had to share responsibility with me, for submitting the mss. in the first instance to others. I have every confidence in the truth and justice of what I have written not to fear criticism and on the whole I think I would prefer not to submit the manuscript or the proofs to many, unless there should appear to you to be some special reason now for so doing. The question of Time, moreover, has become all important. I am anxious if I can to have the book <u>out</u> before I leave for Colorado. This brings it to a matter of days.

Yours very sincerely,
W. L. MACKENZIE KING.

COPY

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36115

38.13

Extract from letter from Mr. Rockefeller, Jr.
September 9, 1918. Letter destroyed.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36116

The position which you took, both in going to West Virginia and in not bringing me into the situation, was absolutely right. Your judgment was unerring. Anything else would have been unwise.

Sept 9, 18
(Telegram)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

It was a great pleasure to see you, although so briefly, the other night, and I was glad that we had the opportunity to discuss so fully these matters.

36117
Sept 9, 1918.
(Destroyed)

M

A representative of the Harvester Company came to see me the other day about their purpose to introduce a plan of representation. The ideas of this gentleman were considerably changed, so he said, as the result of our talk. I told him that if they were to ask my advice, I should recommend that they confer with you before undertaking to decide on any plan.

102(6)

Very sincerely,

John D. Rockefeller Jr.

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."
36118 149.3
ROCKEFELLER FOUNDATION

The Eyrie
Seal Harbor, Maine

September 14th, 1918

My dear Mr. King:-

Copied - 38.13.

I have your letters of September 3rd and 4th with enclosures from Mr. Wheelwright, both of which I am returning herewith. Thank you for sending them to me.

I am distressed to learn of your brother's relapse. Apparently he has been too ambitious and gone too rapidly. I do hope he will take every precaution and soon regain his strength.

Copied 150(R)

We are returning to New York on Thursday next. I have accepted the chairmanship of the United War Work Campaign, which means the union of the seven organizations doing work for the soldiers. $170,000,000 is the budget. You will realize how fully occupied every moment of my time will be for the next two months with this work.

It is hardly probable that I shall be able to read the manuscript of your book. I shall do so if possible, however, for I am eager to see it. In any event I will not delay the publication, for as you say since you are acting without reference to the Foundation, the responsibility is yours and not ours.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36119

102(13)

The Eyrie
Seal Harbor, Maine

September 14th, 1918

My dear Mr. King:-

Our former butler, Louis, of whom I spoke to you some months ago was discharged from the Canadian Army through orders from Ottawa as a result of your kindness in bringing his case to the attention of the Minister of War.

He got as far as Niagara Falls and has been held up there for the past month on the ground that his discharge was not valid in that district.

I am enclosing herewith a letter just received from him. There would seem to be some clash as regards authority in the matter.

If not too much trouble, would you be good enough to see if the thing could be straightened out?

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36120

Sep. 10th 1918
Niagara Camp.
Ontario Canada.

My Dear Mr Rockefeller

I have just received your letter of Sep 7th + was realy pleased to get it as I was going to take the liberty + write to you this afternoon to explain my long delay here.
On August 10th order was received in Quebec that I should be discharged special + prompt. but as I belonged to the Central Ontario regiment I had to return to my unit to return my kit + sign my papers + was sent here on the monday the 10th being on a Saturday.
Arriving here I reported to my Coy. Officer + he promptly told me that a

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

discharge from M. D. No 5 which is Quebec was void in M.D. No 2 which is Toronto. However to wait until my papers come through. Since then I have been employed in the mess as orderly & I have tried to get some satisfaction for all this delay from my Coy O.C. who refused me to the Record office. There they told me they had written to Toronto but had received no answer & had them write again but have heard nothing at all yet & I was getting impatient & more or less disgusted at all this red tape as my discharge came from Ottawa to Quebec.

I feel I have done everything in my power now as it would not do for me to make any application only through the proper channels laid to us which seems to bring no results.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I assure you I shall feel very pleased
to get away from here & I appreciate
your kind interest in me & hope to
be in New York in the near future.
Hoping you & Mrs Rockefeller & all
your family are well.
I remain Sir Yours Sincerely
Louis M. Hyde.
#3105190.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36123
102(6)

The Eyrie
Seal Harbor, Maine

September 16th, 1918

My dear Mr. King:-

Copies
14q.3

I have read with much interest the first chapter of your book and am returning it herewith. I have made a few insignificant comments on the margin for such consideration as you may think them worth.

If I am unable to read promptly subsequent consignments, I will let you know.

I am enclosing a letter from the young man representing the Harvester Company, who called upon me the other day for information regarding the working of the Industrial Plan in Colorado. You will be gratified to see how completely convinced of the value of the plan he was. Please return the letter to the office for the files.

Very sincerely,
John D Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

INTERNATIONAL HARVESTER COMPANY

of New Jersey, Inc.

INDUSTRIAL RELATIONS DEPARTMENT

Harvester Building,
CHICAGO, September 10, 1918.

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

My dear Mr. Rockefeller:

Thank you very much for your courtesy in sending the C.F.& I. bulletin concerning the activities of the joint committees in mining districts.

I have found it very interesting and especially valuable at this time.

I cannot adequately express to you my appreciation of your courtesy in talking so frankly concerning the C.F.& I. industrial plan last Tuesday. The knowledge that your experience proved so satisfactory has definitely fixed my conviction (previously founded largely on theory) that the fundamental requisites for the success of such work are frankness, sincerity and absolute justice, and furthermore, that, founded on such basic principles, we may ultimately expect a solution of our industrial problems mutually accepted by employes and managers.

I am assembling some data for consideration by the officers of this Company which I expect will result in the adoption of a plan not dissimilar to the Standard Oil Company's arrangement and I will take the liberty to forward you a copy of our specifications as soon as I may consistently do so.

Again thanking you for your courtesies, I am,

Very sincerely yours,

A. H. YOUNG

Manager Industrial Relations

AHY/GS

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36125 INDUSTRY AND HUMANITY
ROCKEFELLER FOUNDATION 4 p. 3
MR. KING'S FAMILY.

The Roxborough,
Ottawa, September 19, 1918.

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

Dear Mr. Rockefeller:

I have received your letter of the 16th instant, with which was enclosed the first chapter of my book.

It was something of a coincidence that I should receive the first galley proof of my manuscript from you. Through some oversight on the part of the publishers, my own galleys have not yet come to hand, though I am expecting to receive copies at any minute.

I cannot say how much I appreciate your kindness, not only in reading the proof, but in making comments and corrections such as those appearing in the margin of the proof you have forwarded. I do hope it is going to be possible for you to read the proof, even if you have to do so very hurriedly, and without attention to more than the nature of the context. I realize that the responsibility for the contents of the book is wholly mine, and I have made that quite clear in a Prefatory Note, which will come to you along with the rest of the galley proof. At the same time, any criticism or suggestion which is apt to present itself to your mind is certain to be one of which I should wish to take account. I shall therefore retain the galley proofs just as long as I can, knowing how very great is the pressure of work upon you at the present time. If, however, you find that it is going to be quite impossible for you to read through the proof, I should be glad to have a wire letting me know that such is the case.

It is hardly probable that, until you reach the concluding chapter, you will wholly appreciate the significance of some of the points raised in the intervening chapters. It may even appear that my sympathies lie more with Labor than with Capital as respects some of the difficulties and problems between them. I have felt that the one criticism which might be genuinely harmful to the book was that I had skilfully, or stupidly, avoided mention of fundamental considerations. I have thought it better to face every issue squarely, and let it be seen that, while I recognized there was much to be said on one side, there was also much to be said on the other. By carrying this attitude throughout, and letting my evident sympathy with Labor be seen wherever its

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

struggle is one against arbitrary conduct or injustice, I have felt that the appeal which I make to Labor in the final chapter, against arbitrary behaviour on its part in the matter of precipitating industrial conflict without recourse to investigation, would carry more weight, and prove perhaps of real service in helping to mould Labor opinion, in which, in the last analysis, the solution of industrial problems necessarily lies.

You will be glad, I am sure, to know that all of the manuscript is completed, and that with the exception of the last chapter or two, all of it, including the diagrams and charts, have gone forward to the publishers. There remains only the final revision of the diction and punctuation of the last chapters, a matter which I expect to have completed before the end of the week; and the reading of the proofs, which is something I should be able to manage in a very few days.

My engagement with the Great Western Sugar Company is, as you will recall, for the last week of this month. I have written Mr. Edgell that I shall be along according to schedule, unless the Company feels it can, without prejudice, allow me a postponement of a week or ten days. If I hear from Mr. Edgell that such a delay will not affect matters one way or the other, I shall be able to have all matters connected with the book completely off my hands before going west.

The hearing of the controversy between the General Electric Company and its employees in the Lynn Works has been fixed for Tuesday next at Washington. The Management at Lynn have wired asking me if it would be possible for me to come to Boston on Monday and be present at Washington on Tuesday. They arranged, as a matter of fact, a postponement of the hearing for ten days, in the hope that this would be possible. Accordingly, I am arranging to leave here on Sunday afternoon and to be in Boston on Monday and in Washington on Tuesday. I shall count on seeing you in New York on my way back from Washington, for I shall return to New York and Ottawa before going west. I shall want to confer with you and Dr. Vincent in regard to the Prefatory Note containing mention of my indebtedness to the Foundation for the opportunity of study afforded in the Investigation of Industrial Relations. As Dr. Vincent's statement was so carefully prepared and has already been made public, I have thought of embodying it practically in the language in which it is expressed, as a statement from myself of my relations to the Foundation. It gives all that is necessary so far as public interest in this is concerned. At the same time, it permits of full acknowledgment to the Foundation for any service the book may render, while freeing the Foundation wholly of any responsibility with regard to its shortcomings and limitations. Such an acknowledgment is of the kind I should like to make.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Let me congratulate you on your acceptance of the Chairmanship of the United War Work Campaign. Please feel in this vast undertaking that you have such support from me as is possible to come from a wholehearted sympathy with your purpose and endeavor, and some appreciation of what such a responsibility must involve. Despite all that this work will involve, I am more than delighted that you have undertaken it. It accords so completely in spirit with all that you are identified with in other directions, that it cannot but publicly emphasize the motive underlying all of your philanthropies. What is equally important is the fact that it identifies you, as a citizen and wholly apart from any of your own interests, philanthropic or otherwise, with a part in the winning of the War which will be appreciated, not only throughout America, but by the Allies everywhere. What the Foundation has done, and what you have personally done by the addresses you have delivered in the several cantonments, and in other directions, will undoubtedly never be forgotten as a part of your service in this War. At the same time, coming at this time, a financial campaign on a scale such as is involved in the budget you are proposing to consider, cannot fail to be other than a feature in the winning of the War which will receive international recognition everywhere and make the services you are publicly rendering appreciated by all of the countries allied in the cause of Freedom. It has, too, the effect of bringing you more or less into touch with every soldier and the family and dependents of every soldier in the United States Army. Personal contact to such an extent would be wholly impossible, but next to personal contact, this indirect touch is something which means assistance and support which is certain to be of the utmost value. 150 (R)

Let me thank you for your kind words with reference to my brother. I am glad to say the latest advices I have received are less serious than the earlier ones were. My brother is again confined to bed, but with the prospect, after some weeks or months, of being up again. When the set-back came at first, both he and his wife greatly feared that the end was very near. He has wonderful will and pluck, and I shall indeed be surprised if he does not get back on his feet gain before very long.

While lunching yesterday at The Rideau Club, General Mewburn, the Minister of Militia, came to my table and asked me whether I had heard anything about Louis, and as to whether or not he had duly received his discharge. I mentioned to him how nicely Louis had written you of his action in ordering his discharge, and of your own appreciation of his interest in the 150 (Q)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

matter. I told the General I had not heard whether Louis had been formally discharged, but imagined he must have been or I would have heard something to the contrary. When I came back from the Club to my apartments, I found your letter of the 14th, with Louis' enclosure. I shall be going to the Club again for luncheon to-day, and shall let General Mewburn know of the situation as it is at the moment.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, September 19, 1918.

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

Dear Mr. Rockefeller:

I enclose a copy of a letter I have received from Mr. Wheelwright, together with my reply in reference to the same.

You will observe that I have directed Mr. Wheelwright's attention to the omission, in his letter to you, of a reference to the procedure under the plan of representation introduced by the Consolidation and other companies shortly after the dispute in the Upper Potomac and Georges Creek district of Maryland. I do not think the omission is significant, as the ultimate reference to the Fuel Administration would have been the same as that mentioned in Mr. Wheelwright's letter to you. At the same time, I have felt it desirable to draw Mr. Wheelwright's attention to this omission, as this matter was an important phase of the representations as made to me.

I have delayed referring to the points raised in your letter of the 9th instant with respect to the West Virginia matter, knowing that you were not to be in New York until the latter part of this week, and expecting that I would have occasion to write you further on this subject before your return.

In your letter you say, concerning the contract with reference to wages being the same in the copies of agreements in the various districts, that what you don't understand is how that could be binding in one district and not in the others.

The answer is that, as a contract, it was equally binding in the several districts, but, as the terms of all contracts may be altered by mutual consent if the parties so desire, there was, in the case of the contract between the Consolidation Coal Company and its employees in West Virginia, the alternative of either holding them to the terms of the contract - which evidently they were perfectly agreeable to being held to - or altering the contract so as to admit of a new wage agreement being drawn, in a manner which was ultimately adopted, and to which apparently they were equally agreeable. Since the miners appear to have been indifferent, it was wholly within the power of the Company to act under the contract or to waive its provisions, as they did.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

You say in your letter: "In order to have the terms set forth by the Government in its adjustment of October 31st, 1917, workable and effective, I should think they would necessarily have been reduced to a basis which would be applicable to the conditions of each district dealt with. Apparently, however, they were so general as to be binding under certain conditions but not under others. This is the only point that is not clear to me."

The terms set forth by the Government in its adjustment of October 31, 1917, related to the Maryland district, where there were already schedules of wages in existence prepared on a tonnage basis. There was, therefore, in that adjustment (which related to the Maryland fields) no question of a change from payment by the car to payment on a tonnage basis. In the case of the West Virginia mines, such a basis could not have been provided at the time the plan was put into effect there, as weighing scales had not as yet been introduced, and the Company did not wish to draw the attention either of the miners or of the public to the circumstance that in the West Virginia district coal was still being paid for by the car instead of by the ton. The provision of the agreement in West Virginia respecting wages, though general in terms, was both workable and effective, had the Company desired to work under it or to make it effective; but apparently, for the reasons alleged, they preferred not to do either, but to avoid publicity in the matter, and the chance of a compromise settlement on the wages question, by waiving, through mutual consent, the clause in the plan respecting wages, etc. and agreeing upon the means ultimately employed for arranging the settlement.

This statement, I think, answers also the question asked in a further paragraph, and which reads: "In the case of the West Virginia mines, how can any change from the basis which existed at the time the Government made its settlement on October 31st, 1917, be made without violating the spirit of the settlement?"

The spirit of the settlement was essentially that of providing some machinery which would prove mutually acceptable to the parties in the adjustment of possible subsequent controversies. There would be no violation of the spirit of the settlement in any change which implied mutual acceptance or preference.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

As to the next question: "When the Consolidation gentlemen put into effect the plan in West Virginia, did they not themselves realize that the wage agreement made with the Government on October 17th might not hold there, and if so, how did they expect it was going to be dealt with? Or did they think that the change from payment by the car to the ton would be brought about by adjustment with the men through the plan and without reference to an arbitrator?"

As to this question, it is, of course, impossible for me to say what may have been in the mind of anyone at the time. As I recall the circumstances, there was a good deal of unrest brewing in West Virginia at the time of the Maryland trouble, and the plan was introduced in West Virginia as quickly as it was to provide a means of coping with that unrest, and to avoid, in the case of a dispute, reference to Washington until advantage had been taken of the provisions which the plan outlined. I doubt if much consideration, if any, was given to the question of the method of adjusting the change from the payment by car to payment on a tonnage basis. It was, I think, on suggestion, if not under pressure, from Washington, that the introduction of scales was brought about. This, however, is only an impression. My own sizing up of the situation is that the gentlemen in question were meeting the various issues as they arose and dealing with them in the light of existing circumstances.

I have destroyed your letter to me of the 9th instant.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36132
102(6)

The Roxborough,
Ottawa, September 19, 1918.

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

Dear Mr. Rockefeller:

May I thank you for your kindness in recommending a conference with myself to the representative of the Harvester Company who came to see you about their purpose to introduce a plan of representation. I know how solicitous you have been along, both with regard to the adoption of some plan by the Harvester Company, and in commending me to its officers, and I greatly appreciate your continued interest.

I have read with interest the letter of the Manager of the Industrial Relations Department of the Harvester Company, which you kindly sent me under cover of your letter of the 16th instant. I return the communication herewith, and thank you for allowing me to read it. It would appear from this letter that the Company intends to go ahead with some plan, but evidently they purpose working it out within their own Industrial Relations Department.

I think I mentioned to you that Mr. Coffin, of The General Electric Company, told me of a conversation he had had a short time ago with one of the heads of the International

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Harvester Company, in which it was mentioned that the Company some years ago had had some plan of representation, but had allowed it to drop; but that they were thinking of reviving something of the kind at an early date, finding a step in that direction more or less necessary.

In a letter I have received from Mr. Gumbel, of the 11th instant, Mr. Gumbel mentions that Mr. Clark, Vice-President of the Savage Arms Company, telephoned to ask if your office could furnish him with several copies of the Colorado Plan. Mr. Gumbel kindly asks if I would care to have the suggestion made to Mr. Clark that I was consulted, and assisted in the preparation of the Colorado Plan. Any suggestion along this line to the Savage Arms Company, or to any other industrial concern, would be very much appreciated.

Copies

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36134 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

149.3

Ottawa, September 23, 1918.

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

Washington engagement off. If you have any further galley proof, please forward here.

W. L. Mackenzie King.

PREPAID
Chg.W.L.Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓INDUSTRY AND HUMANITY.
✓ROCKEFELLER FOUNDATION 49.3

36135

26 Broadway
New York

September 26, 1918.

Dear Mr. King:

Your letter of September 19th, in regard to the ~~book~~ proof galley proofs of your book, is received. I have sent the ~~book~~ on as rapidly as I have gotten it. None has come for the last three or four days. Although I am under great pressure in the United War Work Campaign, I will read the book if I possibly can, for as you know I am enormously interested in it and have been looking forward eagerly to reading it.

I think you are very wise in facing issues squarely in your book, irrespective of how your attitude may be taken by either side. I have always felt that the strength of your position with labor and capital has been the fact that both have believed you to be absolutely honest and sincere. In the end, that policy is always most successful, and I am sure that by following it in your book you will win rather than lose adherents.

150( ) Thank you for your friendly words in regard to my acceptance of the chairmanship of the United War Work Campaign. It is a colossal undertaking, but the leading citizens are rallying splendidly to my aid and accepting without hesitation the positions to which I am assigning them.

I am delighted to hear the better news from your brother, and earnestly hope that his splendid courage will stand him in stead this time, as it has in the past.

150( ) It is certainly most kind of General Newburn to remember Louis, and of you to have taken the matter up with him again.

Very sincerely,
John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36136

26 Broadway
New York

September 26, 1918.

Dear Mr. King:

I have your letter of September 19th, enclosing a letter to you from Mr. Wheelwright, and also answering the several questions I asked you, for all of which I thank you.

I am expecting to see Mr. Wheelwright shortly if I can find the time.

Very truly,
John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36137
103(16)

26 Broadway
New York

September 26, 1918.

Dear Mr. King:

Mr. Rockefeller, Jr. wishes me to send you the enclosed copy of the Constitution of the Association of Western Union Employes. He has also in the file a copy of the Agreement between the Association and the Western Union, which he will be glad to send you if you care to see it.

Very truly,

J. Adams

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

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36138

103(16)

THE ROXBOROUGH,
Ottawa, October 26, 1918

Miss A. Adams,
Room 1409, 26 Broadway,
New York.

Dear Miss Adams:

I regret that your letter of the 26th ultimo, enclosing a copy of the constitution of the Association of Western Union Employees, sent me at Mr. Rockefeller's request, has remained unacknowledged up to the present. In the pressing work of the proof-reading and revision of the book on which I have been engaged, I have had to drop pretty much all correspondence other than such as related to the book itself. I have at last got around to a few acknowledgments.

This note is to ask you please to thank Mr. Rockefeller for his kindness in forwarding a copy of the Constitution, and to say that I shall be pleased to see the copy of the Agreement between the Association and the Western Union, which your letter mentions is in the file, and which Mr. Rockefeller said he would be glad to send if I cared to see it.

Perhaps you would have the kindness to address your reply to me in care of the Brown Palace Hotel, Denver, Colorado, where I expect to be in the course of a few days. The Agreement will make interesting reading in connection with work upon which I shall be engaged while in the West.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRY AND HUMANITY
ROCKEFELLER FOUNDATION
36139
149.3

The Roxborough,
Ottawa, September 26, 1918.

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

Dear Mr. Rockefeller:

I cannot say how much I feel indebted to you for your kindness in reading the proofs of my book and making the helpful and encouraging comments you have upon the margin. Just to know that you have glanced over the pages affords me a considerable measure of mental relief; but to have your helpful revision and criticism as well makes me deeply grateful. Knowing how very busy you are at the present time, I cannot refrain from saying how much I appreciate the time and thought you are so kindly giving to this work.

(150 Q)

General Newburn was quite chagrined when he learned that Louis had been detained at Niagara. He said that at the time he sent for Louis, when he was in Quebec, he took a distinct liking to him because of his manner and way of speaking, and that he had given him the option of a discharge, to which he was entitled on account of ill-health, or of a position which would have proved advantageous to him. As Louis expressed a preference for a discharge, the General said he gave orders that it should be granted at once. He has written the Niagara authorities directing that the orders he gave before leaving for England should be carried out at once. Yesterday, he told me that he would arrange to have Louis given a certificate which would prevent him from being enrolled in the United States under the treaty which has recently been made between the two countries concerning citizens of either who may be absent from their own country. If there is any further delay in Louis getting his final discharge, it will be because of the uncertain position in which matters have been left by the treaty as worded, and which might result in Louis' compulsory re-enlistment in the States, unless he were provided in the interval with the required certificate of honorable discharge.

All of the manuscript of my book will have gone forward to the printer before this letter is received by you; also the proof, duly revised, as far as I have received galleys

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

from you. Thus far, your galleys have come in ahead of those which the printer has forwarded direct. I learned only to-day that the delay in my own proofs was due to some hold-up by the Customs authorities at Montreal.

Mr. Edgell has written me that the week beginning October 6 will be time enough for the commencement of my work for the Great Western Sugar Company. It seems, therefore, quite probable that I shall be able to have the book completely off my hands before leaving for the west. Should such be the case, the relief will be indescribable.

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ INDUSTRY AND HUMANITY
✓ ROCKEFELLER FOUNDATION
36141

26 Broadway
New York

October 1, 1918.

Dear Mr. King:

Your letter of September 26th is received. I have received no additional proofs for nearly a week until today. This morning there comes to hand sheets 35 to 41, which I shall read at the earliest moment.

Thank you for telling me what General Mewburn said of Louis. It is very kind of him to have taken all this trouble, and I appreciate it greatly. I presume it would not be wise for me to write him a personal letter, but I beg you again to express my full appreciation.

Very sincerely,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
The Roxborough,
Ottawa, CanadaL

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36142
102(6)

26 Broadway
New York

October 4, 1918.

Dear Mr. King:

I wrote Mr. Cyrus H. McCormick, telling him of my talk with his Mr. Young and referring to his having asked me some time ago whether you were available for a conference, stating that you were and again suggesting the importance of conferring with you before determining on any definite plans.

You will be interested in the enclosed copy of Mr. McCormick's reply.

Very truly,
John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
Care Mr. Maurice Edgell,
Great Western Sugar Company,
Denver, Colo.

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

COPY

INTERNATIONAL HARVESTER COMPANY

OF NEW JERSEY

Chicago, 24 September, 1918

My dear Mr. Rockefeller:

Thank you for your letter of the 16th, and especially for the time and attention you gave Mr. Young in informing him about the working of your industrial plan in Colorado. We have had several conferences on this important subject since Mr. Young returned, and he has told us of much of the good advice you gave him.

It is our purpose to ask Mr. King to come in for a conference, for we feel the need of all the available expert advice on the subject of industrial relations.

I hope we may be as fortunate in working out our problem as the Colorado Fuel & Iron Company has been, under your leadership, in adjusting relations with its employes.

I am,

Very sincerely yours,

(Signed) Cyrus H. McCormick

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36144
102(6)

The Roxborough,
Ottawa, October 22, 1918

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

Dear Mr. Rockefeller:

I received, along with the proof returned to me from Mr. Edgell, your letter of October 4, enclosing a copy of the reply of Mr. Cyrus H. McCormick to your letter to him telling of your talk with Mr. Young, and again suggesting a conference with me before Mr. McCormick decided definitely on any plan of representation such as is being considered by him at the present time.

I need not say how very much I appreciate your kindness in writing Mr. McCormick as you have, nor the satisfaction it gives me to know that there is a possibility of my being invited into conference by the Harvester Company. Should Mr. McCormick bring up the subject with you again, or be making inquiries as to my whereabouts or when I might be available, perhaps you would be so kind as to let him know of my engagement in Colorado, and that a most opportune time for conference - should it suit the Company's convenience - would be on my way back from Colorado, when the work there is completed. I imagine the work for the Great Western Sugar Company will take pretty much the whole of the time anticipated at the outset: namely, six weeks. If, on the other hand, I find that I can bring it to a satisfactory finish before that time, I shall make every effort to do so.

Again thanking you, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36145

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, October 8, 1918.

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

Western Company agreeable my delaying to conclude proofreading. Am therefore holding my proof pending receipt your revises here. If any galleys en route, please wire me; if not, kindly forward special delivery whenever ready.

W. L. Mackenzie King.

Chg.W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRY AND HUMANITY
ROCKEFELLER FOUNDATION

FORM 1 T.W.

36146

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

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

GREAT NORTH WESTERN TELEGRAPH AND CABLE

TELEGRAM

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

136 MO EX 45

MD NEW YORK NY 9

HON W L MACKENZIE KING

OCT 9 1918

THE ROXBOROUGH OTTAWA CAN

330

ALL GALLEY PROOF SENT TO OTTAWA EXCEPT TWENTY SHEETS SATURDAY LAST WHICH WENT TO DENVER CARE EDGELL ASSUMING YOU HAD LEFT AM FORWARDING SIX SHEETS OTTAWA SPECIAL DELIVERY TODAY HAVE FOURTEEN MORE UP TO SHEET NINETY FOUR WHICH WILL GO TOMORROW MORNING NOTHING FURTHER RECEIVED

JOHN D ROCKEFELLER

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

INDUSTRY AND HUMANITY
ROCKEFELLER FOUNDATION

FORM 1 T.W.
36147

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH · GREAT NORTH WESTERN · AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — Geo.D.PERRY, GENERAL MANAGER

1214 PA

106 MO OM 25

MD NEWYORK NY 10

W L MACKENZIE KING

THE ROX BOROUGH OTTAWA ONT

AM SENDING ABOUT TWENTY PAGES PROOF THIS MORNING HAVE THIRTY MORE WILL MAIL AT LEAST HALF TOMORROW MORNING BALANCE FOLLOWING MORNING SORRY CANNOT DO BETTER.

JOHN D ROCKEFELLER JR.

OCT 10 1918

293

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRY AND HUMANITY
ROCKEFELLER FOUNDATION

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

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH · GREAT NORTH WESTERN · AND CABLE

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

CLASS OF SERVICE	SYMBOL
Day Message	
Night Message	38[illegible]18
Night Letter	N L

If neither of these two symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

Night

279 M OE28

548 OCT 11 1918

MD NEWYORK NY 11

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

AM SENDING SHEETS TO ONE SEVENTEEN THIS MORNING HAVE JUST RECEIVED SIXTY OR MORE ADDITIONAL PAGES WILL TRY TO READ ALL OVER SUNDAY SENDING THEM MONDAY IF POSSIBLE

JOHN D ROCKFELLER JR •

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ INDUSTRY AND HUMANITY
✓ ROCKEFELLER FOUNDATION

3619

The Roxborough,
Ottawa, October 11, 1918.

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

Dear Mr. Rockefeller:

I hope that by wiring you I have not caused you to hurry unduly in the reading of the proof. When I did not receive any galleys from you on Monday or Tuesday, I felt pretty sure there was some reason for that particular delay, and the purpose of the wire was, not to urge any more rapid reading on your part, but simply to suggest the use of a special delivery stamp for the particular part of the proof due at that time. I cannot say how deeply grateful I am for the great help you have given me, and for the time and care you have devoted to this work, at the very moment when you are engaged in the exceptional task you have recently undertaken.

I have been in touch right along with Mr. Edgell, and he has assured me that I need not hurry; and that if I reach Colorado any time next week, that will be wholly satisfactory. The sugar factories are only just opening up, and there will be gain, rather than loss, in arriving a little later than contemplated at first.

I hope you will write me with utter frankness of your impressions of the book, or of any features which you think I ought to omit or change. The early proofs have all gone forward and are now in the page make-up, but I shall hold the last proofs until I get your final word. I could not mistake any criticism of an adverse kind, and hope therefore you will not hesitate to express, without regard for any possible feelings of mine, any opinion concerning features you think it would be well to omit or change. Such comments as you have made have been so entirely of a kindly nature, that I have wondered whether the absence of any comment here and there has meant any refraining on your part from the raising of questions which would be much to the point.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I shall take advantage of what Mr. Edgell has written me to conclude the entire proof-reading before leaving for the West. Kindly, therefore, have additional proof sent on to The Roxborough as read, but do not put yourself out unduly in attempting to read it quickly.

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36151

102(13)

26 Broadway
New York

October 14, 1918.

Dear Mr. King:

Copies
Aug. 3

I am sending the last sheets of your book, including the Appendix. I presume this is the very end. The greater part of the book has come within the last few days, and I have been so pressed for time that, much to my regret, I have not been able to read the manuscript as thoughtfully as I should like to have done. There is one advantage, however, of this, for I shall be glad to read the book when it comes out at my leisure. Then too, in reading the galley sheets, I have not gotten the connected impression of the book which one would get in reading it in a bound volume. This also has been a disadvantage. However, my general impression is that you have produced a volume that is full of value and contains a great mass of information that not one man in a thousand is familiar with, and that the original presentation of your views is striking and forceful.

As to whether the length of the book might have been somewhat reduced, had you had the time to go over it as a whole, I am not able to say. The only thought in my mind would be that had that been possible the finished volume might have been a little easier to read, and therefore might have claimed the attention of a larger circle of readers even than I believe it will claim. I congratulate you on having finished the task, and know what a relief it must be to have it off your mind. I believe that you have rendered a real service to industry in writing the book.

I have not forgotten our several talks in the early summer about your going abroad, nor has my desire in the matter changed. I have not written you finally covering the points we discussed, for I have not had time to give them conclusive consideration, but shall hope to do so ere long. In view of the many industries which are developing plans of representation, I have been wondering of late whether you can be spared from this country just now, and whether you may not be able to render a larger service by being here to counsel

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

with those who will be increasingly seeking your advice.

At your convenience, won't you let me know how you feel about the matter?

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36153
102(13)

The Roxborough,
Ottawa, October 22, 1918

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

Dear Mr. Rockefeller:

It is kind of you to ask me to let you know how I feel about the matter of giving up for the present the thought of going abroad, in view of the many industries which are developing plans of representation, and the service it might be possible to render by being here to counsel with those who may wish to consult with me.

Naturally my feeling would be to be governed by your own wishes and suggestions, if you have any decided views one way or the other. Apart from this, however, such advantages as opportunity of observation and study of conditions in England might afford would seem to me to be increased many times by making the visit just as soon as it is possible to get away, rather than by postponing it either temporarily or indefinitely.

I have looked up our correspondence of June 26-29, in which the purposes to be served by my going abroad are set forth. The letters seem to cover so completely both the advantages to be derived from an immediate visit to England, and my own feelings with reference thereto, that there seems little to add to what is there said. Such feelings as I had concerning the importance of developments in England with reference to the work of reconstruction in America have been intensified by the thought I have given to the recommendations of the Whitley Committee's Report, and the bearing of much that it recommends on what has been attempted in Colorado. I cannot but believe that a chance to see at first-hand concrete developments in the large industries of England would afford both the knowledge and the authority I need to cause any words of counsel to carry desired weight in the minds of those responsible for the shaping of policies in large industries on this side of the Atlantic.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

There is another aspect to which I have not alluded, but of which I would have spoken except for the reason mentioned in my letter of June 29. Since I commenced the study of industrial relations in the fall of 1914, with the exception of the trip I made to California after our visit together in Colorado in 1915, and the six weeks given to the General Elections in Canada a year ago, I have not had any kind of break which has been in the nature of a change in the work on which I have been engaged, most of which has been in the nature of a putting forth of views and opinions already held, rather than the absorption of new ideas and points of view. The death, within the period mentioned, of my sister, my father, and my mother, as well as my father's blindness, my mother's long illness, and my brother's illness, necessitated that the time necessarily lost to the Foundation's work through these causes should be made up, as far as possible, by continuing the study of industrial relations through periods of vacation and since the termination of my connection with the Foundation, in order to bring the work to a fitting completion. I have tried to make good the loss of time and quality of work suffered during the period of my association with the Foundation by giving to its completion both Mr. McGregor's time and my own in so far as opportunity has permitted. Whilst this has left me with a feeling that my obligation to the Foundation has, to the extent of my ability, been honestly and adequately met, it has left me with a great desire for change as a prelude to a fresh beginning. Such a change, an opportunity of studying conditions in England would afford; while at the same time it would seem to be the wisest kind of inveatment for future work and usefulness.

Whilst this has been my feeling right along, I would not like you to think that there is anything imperative about it, and that I would not quite gladly forego the study of conditions in England altogether if there should be, as seems probable, a chance of rendering a larger service to Industry by so doing. In mentioning what I have, I am simply taking advantage of your kind suggestion to let you know how I feel about it.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ "INDUSTRY AND HUMANITY"
✓ ROCKEFELLER FOUNDATION.

36155

The Roxborough,
Ottawa, October 22, 1918

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

Dear Mr. Rockefeller:

Let me again thank you for your great kindness in reading over the proofs of my book, and sending on the galleys so quickly; also for the comments made in the course of the reading, which helped immensely to lighten for me the laborious task of revision.

Owing to the haste with which the manuscript was finally prepared, and the sending of it to the publishers in instalments, there was no chance for a revision as a whole. It was little surprise to me, therefore, that the galley proofs disclosed much need of condensation as well as careful revision. Though the making of corrections in proof is an expensive business, I felt I should much prefer a personal liability of the kind to a permanently bad impression, in any particular it was possible to avoid. As a consequence, I have made very considerable alterations in the galleys. Mr. McGregor and I have devoted more than a solid month to reading the proof, paragraph by paragraph, and line by line, giving to every construction, as well as to every expression, most careful thought and criticism. I think when you see the finished product you will find it materially improved.

I am very grateful for the kind and generous words in which you have conveyed your general impression of the book. I wish I might have had the privilege of going over it chapter by chapter with you before it went to the printers. That was something I had hoped for and looked forward to, but as you say, circumstances rendered it impossible. I shall never forget, however, your goodness in reading the galleys through at so busy a moment in your life. The comfort of mind it gives me to have the knowledge that in no particular you have felt it necessary to suggest material alteration is much greater than I can say. I cannot, however, regret too deeply that your first impression might not have been gained from the work in its finished form and in its entirety. I believe, when you read it over as a whole,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

supplemented by the Introduction and the charts, you will find a measure of scientific value and originality in the quality and substance of the work as well as in the form and method of presentation, which cannot be found in reading a work of the kind for the first time, under pressure, and in broken instalments.

I am glad you will read the book at your leisure when it comes out; for I am most anxious you should get an impression of the study as a whole, in its relation to the purpose of the Foundation as outlined in communications when the work was commenced, which necessarily accounts in large part for the scope of the work, as well as for many features incidental to the method of investigation and the presentation of results.

I feel entirely as you do about the length of the book. I wish it might have been just half its present size. This it might readily have been had I not attempted to make the volume a survey of industrial relations as a whole. As such, however, any value it has will, I believe, be increased. The book, too, might have been considerably shortened had I left out entirely, as I did in the original manuscript, all reference to personal incidents, and something of the illustrative material. I am not sure, however, that the judgment of the publishers in this connection was not wise. The book needed lightening up to make any kind of general appeal. The personal touch, besides lending a note of authority, helps to sustain interest. It was distasteful to me to add this feature. I know only too well how it will be misinterpreted and misunderstood; but I believe, especially as regards the final appeal which the book makes to Labor, that it is necessary, and will prove helpful.

I sent off the last of the revised galley proof on Thursday of last week. There remained at that time the reading of the page proof, approval of the charts, etc. This work I expect to have concluded by Thursday night of this week, when I shall leave at once for Colorado. The work of the preparation of an Index will involve another delay of a week or two. Under the circumstances, I have retained a member of the staff of the Houghton Mifflin Company to do this work. As soon as the printing of the Index is completed, the binding will be commenced. I imagine, therefore, the book should be available for distribution in a fortnight or three weeks' time.

As the galleys returned by you did not include the Introduction or the Prefatory Note, I assumed that the printers had omitted sending these pages on to you. Accordingly, I telegraphed, on Thursday last, to send both by special delivery letter. I hope

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

they have been duly received. Not having heard further from you, I have assumed they have met with your approval. On the other hand, it is just possible you may have forwarded these pages on to Colorado, being under the impression that I had finished the proofreading and left for the West. Perhaps on receipt of this letter you would send me a wire mentioning if any points have suggested themselves to you as requiring consideration in either the Introduction or the Prefatory Note. I held the latter until yesterday, but have asked for a revise of the first sixteen pages as a whole before the printing off begins. There is therefore still time to have any changes made that may be desirable.

I can well believe the relief of mind it will be to have this work completely finished. I felt an immense relief when the manuscript was completed; but the task of revision has been so heavy and done under such pressure, in my anxiety to get away to Colorado, that the actual work of composition has seemed easy and pleasant in contrast. I am sure I have been wise in not attempting to enter upon the work for the Great Western Sugar Company until this piece of work is completely out of the way.

I hope your belief that in writing the book I have rendered a real service to Industry may prove to be true. It will be a service, in even greater measure, to Humanity, should such prove to be the case. What serves the one will serve the other also. That is what has made the opportunity of writing the book so exceptional, and why, if the purpose be ever so faintly achieved, I shall ever have cause to be more than grateful to the Foundation and to yourself for the opportunity afforded, however inadequately its vast possibilities may have been met.

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ INDUSTRY AND HUMANITY
✓ ROCKEFELLER FOUNDATION

36158

26 Broadway
New York

October 16, 1918.

Dear Mr. King:

Your letter of October 11th evidently crossed mine of about the same date.

No, you are wrong in assuming that where I failed to make comments it was because they might have been adverse. I wrote you quite frankly my general conclusions in regard to your book and the impression which it made upon me. Of course, it would have been a pleasure and a satisfaction had we been able to discuss the book together chapter by chapter, but under the circumstances that was impossible. Such a conference would have been most valuable to me, for talks with you on these subjects are always helpful. I do not believe, however, that it would have resulted in any substantial change in the form of the book.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36159

INDUSTRY AND HUMANITY
ROCKEFELLER FOUNDATION

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH · GREAT NORTH WESTERN · AND CABLE

Z. A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

328 MO EM 18

NEWYORK NY 22

604

WL MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT 22 1918

DOCTOR VINCENT AND I FULLY APPROVE PREFATORY NOTE I APPROVE

BALANCE OF PROOF WHICH IS JUST AT HAND

JOHN D ROCKEFELLER JR

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 23, 1918

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

Dear Mr. Rockefeller:

Since writing you yesterday, I have received your kind telegram mentioning that the Prefatory Note has been fully approved by Dr. Vincent and yourself; also that you approve of the Introduction. I am very glad indeed to have this assurance.

The only part of the book which you have not seen is the series of charts which appear in the Appendix. I have not suggested sending on the charts, as they are being made by a process of photographing on wax, which in the proofs does not give quite as good an impression of the work as the final printing on paper. There is, moreover, nothing in the charts which I imagine would suggest anything in the nature of necessary or desirable change.

Again let me thank you for all your interest and trouble in the work of final preparation of the book for publication.

Yours very sincerely,

W.L.M.K.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36161
102(13)

The Roxborough,
Ottawa, October 22, 1918

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

Dear Mr. Rockefeller:

Since dictating the accompanying letter, I have been thinking carefully over the wisdom of sending it, lest in any particular what is most in my mind should not be quite clear. What really my feeling amounts to, so far as I am able to analyze it is this.

Since the commencement of my work with the Foundation, I have, apart from the actual work itself, carried a sense of very heavy responsibility in three important directions; first of all, in regard to the Foundation's interests and your own, lest in any particular I might advise a course or do or say anything which might prove prejudicial to either; secondly, in regard to the home responsibilities, which I alone was in a position to assume; and thirdly, in regard to the obligation I owe to the Liberal Party in Canada, and Sir Wilfrid Laurier and the Liberals of North York in particular, at this time of crisis in the country's and the world's affairs. Having these responsibilities combined, and all of them demanding work more or less continuously under pressure, has left me with a little the feeling of being inadequate to increasingly important responsibilities without some opportunity of reflection and of acquiring fresh vision before taking on new duties.

This is necessarily something not likely to occur to anyone but myself; but I am sure you will be the first to appreciate how really important it is in reference to the work of one's life as a whole. I should feel a greater confidence in my own judgment by having it confirmed or changed by the views and opinions of others, and by a first-hand knowledge of new conditions. It is this fresh stimulus which I feel most in need of at present; this, and a sense of freedom from a continuation of present responsibility, just for a little while.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36162

26 Broadway
New York

October 22nd
1 9 1 8

Dear Mr. King:

At Mr. Rockefeller's direction, I am enclosing herewith additional pages of proof.

Confirming the message sent you today, both Mr. Rockefeller and Dr. Vincent approve of the prefatory note. The balance of the proof has Mr. Rockefeller's approval also.

Very truly,

Robert W Gumbel

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

Encl.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36163

26 Broadway
New York

October 24, 1918

Dear Mr. King:

Your letter of October 22nd is received. What a tremendous task you have had on your hands in trying to reconstruct your book in the galley sheets! I am sure, however, that it has been worth while, for obviously you found, as I surmised from my hasty reading, that there could be some condensation and readjustment of material, to the ultimate advantage of the book. I have enjoyed reading the proof, and have only regretted not to get a more leisurely connected impression of the completed whole. This I shall gladly do later.

I think you were wise in adding the descriptions of your personal experiences and that they give a concreteness to your ideas which is of value.

The proof of the preface and introduction was received and I telegraphed you to Ottawa as follows on October 22nd:

"Dr. Vincent and I fully approve prefatory note.
"I approve balance of proof which is just at hand."

having sent the proof to you at Ottawa.

Very sincerely,
John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
Care The Great Western Sugar Co.,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36164

102(13)

26 Broadway
New York

October 25, 1918

Dear Mr. King:

I am enclosing herewith copy of an important letter from Mr. A. C. Bedford, in regard to which I am anxious to have your advice. The opportunity which this invitation offers is a most exceptional one, and one which is not apt to come to me again. I should have in such an audience the ear of the representative employers of the entire country. Mr. Teagle fears that a public pronouncement by me on such an occasion would be construed by labor as throwing down the gauntlet to it, on the ground that the idea of representation which I would advocate would be considered by the labor organizations as antagonistic to their interests. Personally I do not share this view, and anyhow, labor has been fully and repeatedly made aware of my attitude on this question during the past three years and has already made such expressions, favorable or adverse, as it has felt disposed to make.

The real difficulty in the way of my accepting the invitation is the fact that the United War Work Campaign, to which I am giving all of my time and have been for some weeks, will continue to absorb my undivided attention until the 19th of November, when it closes. By that time I fancy I shall be very much in need of a period of rest and let-up. On the other hand, were I to accept this invitation, it would involve my going to work at once on my address, and that too not in a fresh and vigorous condition, but probably feeling a little the worse for wear. Moreover, I should even then have a very short time in which to prepare the address. A further difficulty is that in preparing an important address of this kind I ought to have the benefit of conference with you. I ought, moreover, to re-read carefully the parts of your book referring to the English labor problems and investigations, for it seems to me that any address of this character would be incomplete which did not at least refer to the salient points in these several studies.

The question is, then, as to whether the importance of the opportunity is such as to justify my availing of it at any personal cost, even if I am not able to do as complete and thorough a thing as I should like to do.

Please telegraph me what you would suggest.

Vry sincerely,

Hon.W.L.Mackenzie King,
Denver, Colorado.

John D. Rockefeller Jr

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36165

This postscript omitted from original letter.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36166
102 (13)

P.S.- If I were to make the address, what would you think of this as a subject: "Representation in Industry"?

J.A.R.J.

Hon. W.L.Mackenzie King,
Denver, Colo.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)

COPY

26 Broadway
New York

October 24, 1918

My dear Mr. Rockefeller:

Confirming our conversation of even date, beg to say that Mr. Wheeler, President of the Chamber of Commerce of the United States of America, called on me today with reference to the convention which is to be called of all of the War Service Committees which have been organized under the auspices of the Chamber of Commerce of the U.S.A. at the requst of the War Industries Board of which Mr. Baruch is Chairman. These War Service Committees now number over three hundred and include all of the essential industries of the United States. The Committees average about ten men each and these men are the most prominent and able men of their representative industries. You are somewhat familiar with the National Petroleum War Service Committee and its make-up,the other committees are composed very much of the same class of men.

The program of the convention as outlined to me by Mr. Wheeler is a most constructive one, as the various industries have been divided into relative groups, and these groups again into major groups and out of the convention it is hoped to organize a council through which industry through these accredited representatives may have a voice in not only the relation of industry to the Government and the War, but also to the period after the War during reconstruction. I might add that these War Service Committees are so organized that they represent the point of contact between the Government and industry, and all matters relating to the various industries are taken up through the Committees, and they are empowered to act for the industry they represent.

The program is to have a limited number of addresses made to the convention as a whole. The first address it is hoped will be made by the President himself, on the general topic of Reconstruction; the other addresses as outlined will be as follows:

Governor Hughes on "Post-War Legislation, Combinations,etc."
Mr. Farrell, on "Foreign Trade and Transportation"
Mr. Warburg on "Finance"
Secretary Redfield on "Government and Industry"

Mr. Wheeler feels it very opportune and desirable that there shall be also an address on Industrial Relations, and I took the liberty of suggesting to him that you were the man to make that address. I believe an address by you on this subject would be far-reaching in its effects and you have given so much time and thought and

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36168
102(13)

study to the subject and have been the influential factor to have your ideas put into practical operation, so that you are logically,the one, in my humble judgment, not only to do the subject justice, but to have this opportunity of having the public of this Country have at first hand your views on this subject in a waythat it has not been presented to them before. The address would be made to probablythe most intelligent and representative audience that industry has ever gathered together in this country, and would be read with interest throughout the entire country.

I hope you will see your way clear to permit me to notify Mr. Wheeler that you would be willing to make the address which would be probably on the morning of the fifth or sixth of December, the Convention is to be held on December fourth, fifth and sixth. The details of the program have not yet been worked out.

Very sincerely yours,

(Signed) A. C. Bedford

To Mr. John D. Rockefeller, Jr.
Room 1409, B u i l d i n g

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE DESIRED	
Telegram	✓
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

102(13)

Form 1206

36169

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Denver, Colorado, November 1, 1918.

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

By all means accept invitation, and take subject you suggest. No reason why much material of previous addresses should not be used, and this, along with other source mentioned, quite ample. I do not share the fear mentioned; believe , on contrary, you can win L's support. Will gladly assist by correspondence or otherwise.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36470(5)

The Brown Palace Hotel,
Denver, Colorado, November 1, 1918

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

Dear Mr. Rockefeller:

I am very sorry that I did not receive until my arrival in Denver this morning, your letter of the 25th ultimo, enclosing copy of Mr. Bedford's letter to you.

In the reply sent, you will have seen that there was no doubt in my mind about the advisability of your accepting the invitation of the United States Chamber of Commerce. Had I believed that Mr. Teagle's fears were likely to be realized, or that the work of preparation of the address was likely to prove severe, under the circumstances mentioned in your letter, I should have advised careful consideration on your part before acceptance. In my reply, I tried to indicate that, rather than Labor misconstruing your purpose or point of view, there was reason for believing that Labor would endorse and approve what you might say, provided you developed the fundamental idea of Labor's right to representation in industry in matters pertaining to conditions affecting itself.

In the address you delivered on "The Personal Relation in Industry", and in the address on "Brotherhood", there is the foundation for an address on "Representation in Industry". I believe that this material, with what you will find in the last two or three chapters of my book, will prove more than ample for the purpose of furnishing what is necessary to deal with the subject in an adequate manner.

As soon as I learn that you have definitely decided to deliver the address, I shall put together a few ideas in a form which may be suggestive or helpful. Meanwhile, I shall be turning over in my mind the ideas of which it may be desirable to make mention in this connection. My thought at the moment is that it would be well for you to develop the theme of your address in much the same manner as you have the themes of the two addresses herein mentioned; for example, that you begin by pointing out the changes that industry has undergone, occasioning on the one hand, a severance of personal relationships between

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

employer and employee, or Capital and Labor; and,on the other, an extension and subdivision of industrial processes, which have left the worker without a due appreciation of his real service in industry or the significance of his work in the process of production as a whole. It might be pointed out that the problem of numbers can be dealt with in industry only as it is dealt with in the affairs of the state, through the device of representation. Representation as a means of bringing about personal contact in round table conference, might then be dwelt upon, and other advantages of representation outlined.

I am inclined to think that it would be as well, in this address, to omit any reference to any particular plan, and to confine what you have to say to dealing with fundamental ideas and principles. If you could see your way to advocating the Community's right to representation, as well as the rights of Capital, Management, and Labor, I believe you would sound a note which would meet with general approval, and one which is in accord with progressive thought, as well as with what is fundamentally right.

I have dealt with all of these points so carefully in the last three or four chapters of my book that I think you will find there, in a form that will be helpful, the basis, at least, of some of the ideas which you may wish to express. I expect the book will be printed and available for distribution by the fifteenth of this month. Should I learn from the printers that its publication is likely to be at a later date, I shall send you from here the page proof of the last chapters. Should you feel that you would like to have a personal conference, I am sure Mr. Edgell would be very glad to arrange to let me go east for that purpose. I imagine, however, that it should be possible by correspondence to cover pretty completely all the points that will require consideration.

I think choosing,as the subject of your address, "Representation in Industry", will remove any prejudice Labor is likely to have. Were you to take as a subject, "Industrial Relations", there would not be the same self-evident intention to develop a fundamental idea. After all, Trade Unionism in its essence is an attempt on the part of Labor to gain effective representation with respect to matters of immediate interest to itself. Had employers been willing to concede representation to Labor, Trade Unionism would never have assumed the militant aspect it has come to have.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I like very much the quotation from Mr. Strachan contained in Mr. Teagle's letter to you. I think you might with advantage make an outstanding feature of your address the importance of the recognition of personality, even in the humblest. That is an idea that you have dealt with so often you can afford to give it as much emphasis as may be.

July 97. —

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

103(1) 36173 97. 153.1

26 Broadway
New York

October 26, 1918.

Dear Mr. King:

I enclose herewith copy of a letter from Mr. Tagle, which I think will interest you greatly. The findings of Mr. Strachan seem to go to the very heart of the matter.

I am glad to have such a report from Mr. Teagle and from sources other than those which we have suggested.

Very sincerely,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
Denver, Colo.

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

/o 3(1) 36174

COPY

W C Teagle

26 Broadway
New York.

23rd October 1918

Dear Mr. Rockefeller:

The Imperial Oil Company,Limited, has engaged Mr. Daniel Strachen to do the same work for them in connection with their labor relationship plan as is being handled by Mr. C. J. Hicks for the Standard Oil Company (New Jersey). Mr. Strachen was here for two or three weeks so that Mr. Hicks might post him fully not only as to the details of the plan, but as to the general principles embodied therein. After leaving here Mr. Strachan made a trip through the West, visiting the different Imperial Oil Company refineries, and the conclusion of the report which he made to the Directors of The Imperial Oil Company, Limited, on his return reads as follows:

> "The Labor men do not quite know themselves what they have been after; they have been reaching out hands in the dark, and they have been trapped by agitators. The struggle has been long, but not profitless. They thought they were wanting "recognition of the Union." I interpret a different demand; it is "recognition of the man." It is not co-operation in profit, it is co-operation in work. They want to feel they are real men and have a part in creating a new world. Our scheme is really an answer to that unconscious demand. It ought to mean the re-birth of the whole industrial world when these men will really know they are men."

I felt that the above would be of interest to you.

Yours very truly,

(Signed) W.C.Teagle

Mr. John D. Rockefeller, Jr.,
No. 26 Broadway,
New York City.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

107(13)

Form 1201

36175

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

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

RECEIVED AT

DD TO NY WAP20

DA NEWYORK 624P OCT 29 1918

W L MACKENZIE KING T.4793

THE BLACKSTONE HOTEL CHGO

DID YOU RECEIVE MY LETTER OF OCTOBER 25TH

MAILED TO YOU AT OTTAWA AWAITING YOUR REPLY PLEASE WIRE

JOHN D ROCKEFELLER JR

6P

Recvd Chicago.
9.00 a.m.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
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WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

102(13) 36176 Form 1201

RECEIVED AT

61CO EG 20

MD NEWYORK 1040A OCT 30 1918

W L MACKENZIE T 1309

KING THE BLACKSTONE HOTEL CHICAGO ILLS

DID YOU RECEIVE MY LETTER OF OCTOBER 25TH MAILED TO YOU AT OTTAWA

AWAITING YOUR REPLY PLEASE WIRE

JOHN D ROCKEFELLER JR

1013AM

Received - Chicago.
11.30 a.m.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

POSTAL TELEGRAPH – COMMERCIAL CABLES

COUNTER No.
TIME FILED
M.

TELEGRAM

CHECK 102(13) 36177

The Postal Telegraph Cable Company [illegible] transmits and delivers this message subject to the terms and conditions printed on the back of this blank

SEND the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

[DESIGN PATENT No. 40529]

5B—605

October 30, 1918 191

To John D. Rockefeller, Jr.,

26 Broadway, New York.

I left Ottawa Sunday, McGregor Monday night.

Your letter had not been received when he left. Both here

till eleven tonight. Address Hotel Blackstone.

W. L. Mackenzie King.

Sent 10^00 a.m.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36178

102(13)

26 Broadway
New York

October 30, 1918.

Dear Mr. King:

My letter to you of October 25th, with its enclosure from Mr. Bedford, was sent to Denver instead of to Ottawa, where I fancy it might have reached you earlier. After conference with Dr. Vincent and Mr. Lee, I have decided to accept the invitation from Mr. Wheeler, and feel confident that you will approve.

I ought to re-read and study carefully that chapter in your book which treats of the several English labor investigations and the programs which have been brought out during the past year. Can you send me an extra copy of the galley proof, so that I will not have to wait for the book to come out? Dr. Vincent has promised to cooperate with me in getting together any other material which I ought to go over before preparing my address, and I shall be grateful to you for any suggestions which you may be good enough to make.

My one regret is that the address comes at just this time, while you are away, so that I shall not have the benefit of conference with you and your help in preparing the address.

Very sincerely,

John D. Rockefeller Jr

Hon. W.L.Mackenzie King,
Care Great Western Sugar Co.,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)

36179

Brown Palace Hotel,
Denver, Colorado,
November 3, 1918

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

Dear Mr. Rockefeller:

I have received this evening your letter of October 30, from which I am glad to learn that you have decided to accept the invitation from Mr. Wheeler.

I have written Mr. Ferris Greenslet of the Houghton Mifflin Company, asking him to have sent to you at once proof of the last three chapters of my book in page proof form. I have asked Mr. Greenslet to see that this proof is sent you as soon after the receipt of my letter as possible. If by any chance it should not reach your office within twenty-four hours after the receipt of this letter it might be well to have someone phone Mr. Greenslet at the Houghton Mifflin office, 4 Park Street, Boston, and ask when it may be expected. I imagine, however, it will be attended to promptly.

I shall send you in the course of a few days suggestions which I hope may be of service. As mentioned in a previous letter, I should be very glad to come east to confer with you and help in the preparation of the address if that would be of any real service. I imagine, however, that you will find in the material of your previous addresses and in the last chapters of my book, more than will be sufficient to give you the basis of an address; and that to bring such ideas as may commend themselves to your judgment into conformity with your own thought and method of expression will be the major portion of the task of preparation. I am exceedingly sorry, nevertheless, to be so far distant just at this time.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Several weeks ago Mr. McGregor sent to Mr. Gumbel copies of the Whitley Report and of the Report of the British Ministry of Labor on Works Committees. These documents should be in your office. Mr. McGregor thinks you have also received from us a copy of the Memorandum of the Garton Foundation on the Industrial Situation After the War. In case you have not this document, and should wish to have it, I can send on to you a copy I have with me here. I really do not think it would be wise to attempt to read anything outside of these documents, and I am inclined to think you will get out of the last chapter of my book all the really essential material in this particular connection.

If I might make a suggestion, it would be that you take cognizance of only a few outstanding ideas which make a strong appeal to you, and give them such arrangement and expression as your own point of view suggests. In that way, you are pretty certain to find it easier to deliver an effective address, and to leave an impression which will be permanent. What you said, in your address on Brotherhood, with respect to Brotherhood in Business, and Brotherhood between Government and Business, furnishes, to my mind, an excellent point from which to approach the idea of Industry as being in the nature of social service, as well as a revenue producing process for Capital and Labor; and the necessity and desirability of representation of the Community's point of view and Community needs in all matters pertaining to Industry.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36181

102(13)

26 Broadway
New York

October 30, 1918.

Dear Mr. King:

I have your letter of October 22nd in regard to your going abroad. If you still feel that that is the wisest thing for you to do, I am in full accord with such a decision, and shall be happy to have you make your plans to go as soon after you have finished with the work in the West as possible.

Some one of the several arrangements which you and I discussed some months ago we will adopt, but at the moment, I have not time to give the matter the necessary thought. Please proceed, however, to make your plans with reference to going, and the details we can take up at our mutual convenience.

Very sincerely,

John D. Rockefeller Jr

Hon. W.L.Mackenzie King,
Brown Palace Hotel,
Denver, Colo.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36182

The Brown Palace Hotel,
Denver, Colorado, November 2, 1918.

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

Dear Mr. Rockefeller:

I have just received your letter of October 30, in which you leave with me the decision as to what is the wisest thing to do about going abroad. Naturally, my decision can be based only upon your own wishes and what you think best, and I am only too happy to leave the matter entirely open until we have had opportunity of discussing its pros and cons together.

Meanwhile, I should like you to feel that I shall be only too glad to avail myself of any opportunities of service which may continue to present themselves.

I regret that this matter has given you a moment's thought at this time. Please do not think of giving it further consideration until after we have had opportunity of talking it over together.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36183
103(16)

26 Broadway
New York

October 30, 1918

Dear Mr. King:

Mr. Rockefeller, Jr. is glad to send you herewith the copy of the Agreement entered into between the Western Union Telegraph Company and its employes. When you have quite finished with the paper, will you kindly have it returned for our files?

Very truly,

J Adams

Hon. W.L.Mackenzie King,
Brown palace Hotel,
Denver, Colo.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36184
10306

THIS AGREEMENT, made this 25th day of July, 1918, by and between the Association Western Union Employes, hereinafter called the Association, and The Western Union Telegraph Company, a corporation organized under the laws of the State of New York, hereinafter called the Company: WITNESSETH:

WHEREAS, the Association has been organized by employes of The Western Union Telegraph Company and hopes to secure as members practically all of the employes occupying permanent positions in the Company, and

WHEREAS, the Company is desirous of establishing on a permanent basis its relations with its employes as represented in the Association, and thereby to afford means by which the employes shall have a voice in the determination of working conditions, wages, and their social welfare so far as these matters depend upon and are connected with their employment by the Company.

NOW, THEREFORE, in consideration of the premises the parties hereto agree as follows:

1. The Company agrees to hereafter prefer for employment those applicants for positions who indicate their willingness to become members of the Association.

2. The Company undertakes to treat individually or collectively with members of the Association through their duly constituted Committees and Officers of the Association with respect to

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

grievances, wages and the broad questions involved in working conditions.

3. Individual matters may be adjusted locally, but no general schedule of working hours or wages shall be put into effect until it has received the approval of the General Officers of the Company and such Association officers or committees authorized to represent the Association in such matters.

4. Memorandum agreements may be executed between the Association and the Company embodying understandings reached with respect of general conditions of employment, wage schedules and other matters of joint interest. Such agreements shall be in as full force and effect as if they were incorporated in this agreement at the time of its execution.

5. This agreement shall continue in force for an indefinite period except that it may be terminated by either party upon giving six months' notice to the other party of its intention so to do.

6. It is recognized that members of the Association and the Company are engaged in performing a continuous public service and that such continuity of service is necessary at all times as well as during the present war emergency. It is agreed that the Company shall not discharge any member of the Association from its employment without adequate cause, except that in view of the fluctuating nature of the Company's business, the Company

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

reserves the right to reduce its working forces as the fluctuations of traffic may require. Employes laid off for lack of work shall be selected from those most recently employed, and shall be furloughed so that their service record will not be broken.

7. Any employe having a grievance is privileged to take the same up without prejudice with the local employing official either individually or through the local committees, and failing a satisfactory adjustment shall have the right of appeal up to the General Assembly through the committees representing the employes and the Company.

8. The Company agrees that no employe while serving as a member of any committee of the Association shall be subject to discharge except for grave infraction of the Company's rules and regulations or other serious cause and then only by resolution of the Executive Committee of the Board of Directors. In all cases of discharge by the Executive Committee a statement of the grounds of such action shall be lodged with the Board of Directors of the Association.

9. If any dispute between the Association and the Company shall arise concerning the interpretation of this agreement or respecting the hours of employment, working conditions, or wages, which cannot be settled satisfactorily to both parties by negotiation, then it is agreed that such disputes shall be referred to

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

a Board of Arbitration as now provided for in the Constitution of the Association.

10. It is further agreed that nothing herein contained shall affect in any particular, the plan for employes' pensions, disability benefits and death benefits created by the Company and now being administered by a Committee of employes appointed to carry out said plan, except that the Association through its Division Committees shall.be represented in the administration of the plan insofar as sickness and accident benefits are concerned.

11. It is further agreed that members who while serving as officers of the Association find it necessary to devote their time wholly or in part to the affairs of the Association shall be furloughed by the Company during such periods of non-employment by the Company, so that their service record will remain unbroken.

12. It is agreed between the parties that except as herein expressed, the Company sustains no obligation to or control over the Association or the provisions of the Constitution governing the Association.

IN WITNESS WHEREOF the Association and the Company have respectively caused these presents to be signed by their proper officers thereunto duly authorized the day and year first

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

above written.

Association Western Union Employes.

(Signed) J. P. Hayes,
President.

(Signed) J. G. Hayes,
Secty. Treas.

(Signed) H. M. Swartz,
Sr. Vice Pres.

The Western Union Telegraph Company,

By (Signed) Newcomb Carlton,
President.

Attest:

(Signed) Andrew F. Burleigh,

Secretary.

Seal.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36189
103(14)

Denver. Colo.

November 6, 1918

Miss A. Adams,
Room 1409, 26 Broadway,
New York.

Dear Miss Adams:

I return herewith the copy of the Agreement entered into between the Western Union Telegraph Company and its employees.

Please thank Mr. Rockefeller for his kindness in having allowed me to peruse this copy.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36190 150 (P)

The Brown Palace Hotel,
Denver, Colorado, November 1, 1918

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

Dear Mr. Rockefeller:

You will be interested in knowing that, on my way out to Colorado, I spent Tuesday at Youngstown, Ohio, in conference with Mr. C. S. Robinson and officers of the Youngstown Sheet and Tube Company, discussing the outlines of a plan of representation. Mr. Robinson, the Manager of the Company, was formerly Manager of the Minnequa Steel Works at Pueblo. He had been in conference with Mr. McKennan about the C. F. and I. Plan, and Mr. McKennan had evidently spoken very favorably of it. He also very kindly had made reference to myself. Then Mr. Campbell, President of the Company, had been in conference with Mr. Grace, the President of the Bethlehem Steel Company, who had given him a copy of the plan I had drafted for the Bethlehem Steel, and which the Steel Company has since put into operation. I met Mr. Campbell at dinner in the evening, and it was decided that the Company would go ahead with the plan. Unfortunately, I was unable to promise to do more than look over any material that might be sent me. Had I been free to stay on in Youngstown, I think the Company would have been glad to have me do so.

On Wednesday I had two important conferences at the offices of the Harvester Company; in the morning, with the managers and operating staff; and in the afternoon, with Mr. McCormick and the directors. Mr. McCormick had previously sent me a copy of the plan they were considering. I spoke quite freely of features which it seemed to me were deserving of further consideration, and I hope the conferences may have served a useful purpose. I was sorry not to be able to remain longer in Chicago to help in the development of the changes suggested; but will doubtless receive here, in the course of a few days, a copy of the original plan with its revisions.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I find that my delay in reaching Colorado has not in the least inconvenienced the Great Western Sugar Company. In fact, the effect of the influenza upon the work in the factories has been such that Mr. Edgell mentioned he had thought once or twice of wiring suggesting a postponement for some days longer. As matters are at present, work is picking up again, and I start tomorrow with a conference with the operating staff and some of the directors with respect to the several matters to be considered.

I had the pleasure of luncheon to-day with Mr. and Mrs. Edgell at their home, and saw your little niece, who is a wonderfully healthy, bright, and beautiful looking child. I was surprised at her size and splendidly robust appearance. She looks quite a little like her mother, and I am sure that both you and Mrs. Rockefeller will be very proud of her. Both Mr. and Mrs. Edgell are very well, as are also both the children.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36192 38.c.1

The Brown Palace Hotel,
Denver, Colorado, November 1, 1918

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

Dear Mr. Rockefeller:

I called on Mr. Welborn this afternoon, and have, in fact, just come from his office. While there, I saw the letter he was sending you telling of the change to the eight-hour day in the Steel Works. Both he and Mr. McKennan seemed greatly pleased at what has been accomplished. I think they have succeeded in doing a splendid thing, just at the psychological moment, and the fact that it has all come about upon representations of the men themselves makes the change one of vast significance as respects the merits of the plan.

Apparently, the men were quite ready to take eight hours' pay for eight hours' work; that was their own proposal. They were ready to make the adjustments necessary to effect the necessary tonnage in the shorter time. Had the Company, through direct or indirect pressure, been obliged to make the change at some future date, it never would have been possible to have effected it on the basis on which it has now been effected, with the satisfaction and good-will which has been won in having the matter come up as it did, and having had it dealt with on the basis of the recommendations of the men's representatives. In some cases, the representatives polled their constituents as to their willingness to take a pro rata reduction in total pay for the hours were reduced. The vote was overwhelmingly in favor of the parallel reduction. In fact, it was something like 300 to 30, or thereabouts.

You will like the ~~form~~ letter, I am sure, in which Mr. Welborn has announced the change. The whole business is certain to strengthen the belief that the men have in the effectiveness of representation under the Plan. I told Welborn it was worth while coming all the way to Colorado to get this good word on arrival.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

P.S. - You will be sorry to hear that the publishers have found it necessary to make the price of my book $3.00, instead of $2.00. The photographic process required to reproduce the charts is apparently an expensive one; and the fact that some of the charts cover a space considerably larger than that of a single page makes their insertion somewhat costly. I feel quite sure that when you see the charts you will feel they lend considerable scientific value to the work, and indicate an amount and degree of research and invention which the descriptive part of the book itself may fail to reveal. The charts, moreover, help to give additional unity to the contents of the book.

With reference to the increased cost of the book, Mr. Greenslet concludes his letter with the following paragraph:

> "I think, however, that with the increased size and new features, the book will strike the public as being eminently worth the $3.00 that is charged for it, so I don't think we shall get any serious reduction in sale thereby."

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36191
10R(13)

26 Broadway
New York

November 2, 1918

Dear Mr. King:

Mr. Rockefeller wishes me to send you the enclosed copy of a letter which he has received from Mr. William B. Walker of this city, who is the manufacturer of the Thermos bottle.

Very truly,

A Adams

Hon. W.L.Mackenzie King,
Brown Palace,
Denver, Colo.

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36195

COPY

35-37 West 31st Street

New York

October 30, 1918

John D. Rockefeller, Jr., Esq.,
26 Broadway,
New York City.

Dear Mr. Rockefeller:

I beg to acknowledge with sincere thanks the receipt of booklet "Brotherhood of Men and Nations," which I have given a careful reading and feel that the benefit derived will justify me in keeping it on my desk for frequent reference.

At the time of your inauguration of the Colorado plan in the plants of the Colorado Fuel & Iron Co., located in my old home State, booklet on which you were good enough to send me, the study of that plan resulted in the adoption of a change in policy in the operation of our Thermos factory at Norwich, Conn. Some of the principal measures for the benefit of our employes were as follows:

An advance in average wage of 45%.
All women employes to receive the same pay as men for the same kind of work.
A reduction in working hours from nine hours and forty-five minutes to eight hours per day.
A full half holiday on Saturdays during the winter months.
A full holiday with pay for Saturdays during the summer months.
A profit-sharing plan whereby profits were shared with employes, payable semi-annually, guaranteeing the share in profits would be equal to at least 10% of the wages or salary received by all employes.

All of the above employes' benefits were authorized without a dissenting voice by our Board of Directors. We are now going on the third year of the above change in policy, the initiative of which is the result of your booklet on the Colorado plan, and the benefits accruing both to our employes and the Company are such that we would not even consider a return to the former policy. In fact, we doubt if we would have been able to have kept our plant in operation during the past eighteen months had we not inaugurated the change. The effect of your initiative on these great matters tending toward cooperation between employe and employer must be far reaching.

If not asking too much, will you be good enough to mail me three additional copies of the "Brotherhood of Men and Nations. (OVER)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Sincerely yours,

Wm. B. Walker

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36197

Denver, Colo.

November 6, 1918

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

Dear Mr. Rockefeller:

I was very pleased to receive the copy of Mr. William B. Walker's letter to you, which you very kindly had Miss Adams send me.

The letter is an evidence of how significant all your utterances and doings with respect to the importance of attitude in the relations of employers and employees are certain to be. In the address which you are preparing for the Atlantic City gathering, I think it would be well to emphasize, above all else, the importance of attitude and spirit in meeting the changes which the work of reconstruction will necessarily entail. Representation, inasmuch as it is an outstanding evidence of a belief in common interests, in contrast to opposed interests, between employers and employees, helps to further the right attitude.

I am counting on putting together on Sunday next a few ideas which it seems to me it would be wise for you to develop in your address. This week having been given over to visiting the different factories of the Sugar Company, I have been left without an opportunity of sending this material at once. I have understood, however, that you would not likely wish to take up the preparation of the address until you are through with the strenuous campaign on which you are at present engaged.

I share with you the pleasure which I know you must derive from communications such as the one herein referred to.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36198

26 Broadway
New York

November 9, 1918.

My dear Mr. King:

Your letter of November 2nd is received. So long as you feel that the advantages of your studying at first hand the developments along labor lines in England outweigh the probable service whichyou could render by staying in this country during the next six months, I am fully in accord with our original idea that you should go abroad as soon as you can so arrange after finishing your work in the west. Should anything of importance come up between now and that time it would be easy to change your plan, but I think you would do well to begin to make your arrangements as soon as you find it convenient. Perhaps on your way east you will stop over in New York, that we may have a chance to talk over this and other matters and to reach a conclusion in regard to certain details connected with your trip, which we have already discussed.

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
Brown Palace Hotel,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36199

102(13)

Denver. Colo.
November 6, 1918

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

Dear Mr. Rockefeller:

I enclose an official communication just received with respect to Louis' discharge.

It has occurred to me that Louis might like to have this communication as an evidence of his honorable discharge, in the event of any question arising at any time with either the American or the Canadian authorities.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)36200

MILITIA AND DEFENCE

H.Q. 649-H-19985.

Ottawa, October 29th, 1918

No. 3105190, Pte.
Louis Herpe,
1st Depot Battalion,
2nd C. O. R.

Sir:

With further reference to your letter of the 19th of September, 1918, I have the honour to inform you that the marginally noted soldier was discharged on the 10th day of October, 1918, as being unfit for general service.

I have the honour to be,
Sir,
Your obedient servant,

EUG. FISET

Major-General,
Deputy Minister.

The Honourable W. L. Mackenzie King,
The Roxborough,
Ottawa, Ont.

COPY

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	✓

Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Form 1206

36201

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Denver, Colorado, November 6, 1918

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

You should receive page proof last chapters my book from Riverside Press Friday at latest. My letter November third mentions instructions sent Houghton Mifflin Company. If proofs not promptly received, do not hesitate to phone Greenslet as suggested, or wire me again, and I shall send further instructions. Am reserving Sunday to write you more fully concerning address.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

2487 P 11/02/13 3220

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

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WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

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HON W L MACKENZIE KING 1235

BROWN PALACE DENVER COLO

YOUR SEVERAL LETTERS RECEIVED HAVE ACCEPTED ATLANTICCITY INVITATION CAN YOU SEND ME GALLEY SHEETS OF YOUR BOOK FOR WHICH I HAVE ASKED

JOHN D ROCKEFELLER JR

243PM

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102 (13) 36203

26 Broadway
New York

November 9, 1918.

Dear Mr. King:

I have your letter of November 3rd and your telegram of the 7th. The three last chapters of your book have been received in the galley proof and I shall be glad to go over them at my early convenience.

Thank you for offering to come East to confer with me about my address. I should not feel justified in asking you to do this although were you nearer at hand should be glad to avail of your helpful counsel.

After I have had a week in which to work on the subject I shall know better what the prospects are of my doing something worth while.

The various suggestions which you have made and the others which you are promising to make, will be gratefully received.

Yes, I have a copy of the Whitley report and the Report of the British Ministers' of Labor on Works Committees. I am inquiring of Mr. Gumbel whether I have not a memorandum of the Garton Foundation on the Industrial situation after the war.

Iam glad you feel that it will not be necessary for me to try to read any other documents or literature aside from these reports and the last chapters of your book. To go over these and digest them will take all the time I shall have.

Hoping that all goes well withyou in your work in Colorado, I am,

Very sincerely,
John D. Rockefeller Jr.

Mr. W.L.Mackenzie King,
Brown Palace Hotel,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36201

The Brown Palace Hotel,
Denver, Colorado, November 12, 1918

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

Dear Mr. Rockefeller:

I enclose a memorandum containing suggestions of an outline of an address on Represantation in Industry.

I have purposely refrained from going into details or seeking to give expression in other than very general form to the several points of the outline, believing that, in preparing an address, it is best to raise only the points themselves and to indicate a method of approach in dealing with them.

I enclose two pamphlets, which I fortunately happen to have with me, and which I think will be helpful to you. The one on Industrial Reconstruction, by Ernest Fayle, is really a condensation of the Garton Foundation report, and should be most helpful. The one on The Reorganization of Industry is a series of papers prepared for Ruskin College, Oxford. I think you will find specially helpful the article on The Control of Industry After the War, by Mr. Zimmern. The marks are some I made in reading these pamphlets during the summer. If you are pressed for time, reading the parts that are marked will, I imagine, be ample for your purposes. I should be glad if you would retain these pamphlets for me, since they contain the markings they have. I am arranging to get other copies to give you, in case you find their contents of permanent worth.

If you will send me any draft outline you may prepare, I shall take it up at once and write you.

I was disappointed at not being able to prepare this memorandum on Sunday as I had anticipated; but Mr. C. S. Robinson, the Manager of the Youngstown Sheet and Tube Company, and Mr. Welch, the head of their industrial relations department, came on from Youngstown to confer with me on a plan of representation which they are introducing; and Saturday afternoon and Sunday were taken up by their visit.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36205

I am leaving this afternoon to visit the Sugar Company's factories in Montana and Nebraska, but expect to be back by Saturday night. I shall not be leaving Denver again until my work with the Sugar Company is completed.

I am very sorry not to be with you at this time in the preparation of this address; but I hope the enclosed, along with the other material you have at hand, will prove of some real service.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

REPRESENTATION IN INDUSTRY

Reconstruction the great work of the present:

America has seen clearly the fundamental necessities of international reconstruction. She must now view with equal clearness of vision the essentials of industrial reconstruction.

In international affairs, she has sought to enhance human well-being by co-operation among nations and establishing the conditions which make co-operation possible. So, too, now in industrial relations, she must aim at making industry of greater service than ever to humanity, and especially to the workers in industry.

In the work of reconstruction, attitude is the all important consideration. Between the classes engaged in industry, there are only two attitudes possible: either (1) a belief in common interests; or (2) a belief in opposed interests.

The conception of industry as in the nature of social service leads to the belief in common interests, and to brotherhood amongst those engaged in the processes of industry.

The conception of industry as primarily a matter of private interest leads to the belief in opposed interests, and to class struggle amongst those engaged in the processes of industry.

Brotherhood means co-operation between the parties to industry. Class struggle means conflict between the parties to industry.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Our effort has been to reconstruct human society in its international relations on a basis of brotherhood, by substituting co-operation for conflict among the nations of the world. In the reconstruction of industry, we must be inspired by a similar motive, and aim likewise at substituting co-operation for conflict in all that pertains to industry.

Anything like wholehearted co-operation is possible only on a basis of a common knowledge on the part of the parties to industry as respects their relations: (1) to each other; and (2) to the several processes of industry.

This knowledge has been lost through the expansion of industry. It can be restored only by representation in industry of all contributing parties in a manner which will safeguard their respective interests, while promoting the aim all have in common.

Set forth here the loss of personal relationship owing to the expansion of industry, as outlined in address on The Personal Relationship in Industry, and in the address on Brotherhood.

Expand this thought so as to show that on the part of Labor there has also been loss of knowledge of the significance of its part in the work of production and the relation of industrial processes to the social service of industry as a whole.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Point out the inevitable effect this has been in causing individual workmen to lose interest in their work, and in leading to an ignoring of human personality. The worker becomes looked upon as a means to an end, a cog in a wheel, instead of being an end in himself, a vital factor in a great creative process.

Say something here of <u>human personality</u> and its significance in the livest of the humblest, pointing out that a belief in the infinite worth of all human life leads necessarily to brotherhood in industrial and all social relations. Then bring out strongly the thought that the expansion of industry, the loss of personal contact, the intensifying of competition over ever widening areas, has led to too great emphasis upon <u>material</u> considerations in matters of industry, upon property rights, mechanical perfection and organization, and to an ignoring of <u>human</u> considerations, which are the all important concern in whatever pertains to social well-being.

<u>The aim of representation in industry</u> should be that of gaining recognition for personality, insuring a due regard for <u>human values</u>, and bringing a <u>new vitality</u> into industry through restoring to the parties common knowledge of one another and of the significance of the processes with which their lives are interwoven.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The scope of the undertaking, and the best place of beginning might next be considered, it being pointed out that the knowledge of persons and processes which it is the aim of reconstruction to restore must extend from relations as they exist within individual industrial establishments to relations as they exist:

(1) within industrial establishments;
(2) between the several enterprises comprising individual industries;
(3) between the several industries of individual countries; and
(4) between the industries of one country and continent and those of other countries and continents.

The best place of beginning is obviously with relations as they exist within individual enterprises as regards:

(1) the parties;
(2) processes;

pointing out that, instead of co-operation between the parties, there is, in industry as at present carried on, too often suspicion and antagonism resulting in conflict.

To bring about a common knowledge of each other between the parties in individual establishments, it is necessary to adopt the principle of the Open Door between management and employees. This principle already exists between management and directors, representing the stockholders or Capital. It should be made operative also as between management and Labor. Labor should have a voice with respect to conditions affecting its well-being.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

For purposes of negotiation, collective action is necessary.

Where numbers are a consideration, collective action is only possible through the device of representation.

The first step, then, is to concede to Labor the right of representation.

The next step is to make sure that representation will bring about the object aimed at, namely: a wider acquaintance between different classes in industry and an understanding of industrial processes.

This can best be effected by means which give to representatives of Labor and of management opportunity of readymend frequent contact, and providing for representation of Labor as well as of management on joint committees; or, as they are often referred to, works committees, having to do with matters of mutual interest and of special concern to Labor.

To such matters of interest belongs consideration of the following, among other subjects:

Safety and the prevention of accidents
The prevention and adjustment of disputes
Health and works sanitation
Terms of employment and working conditions
Housing, domestic economies, and living conditions
Shop practice, introduction of new processes, shop economies
Education and recreation of workers
The problem of continuous employment as it ever presents itself through trade fluctuations and changing conditions, such as will be involved in dealing with the partially disabled, and in bringing about the re-establishment of soldiers in civil life.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The <u>benefits of representation</u> exercised apart from committees in accordance with the principle of the Open Door might be referred to at length. For example, the prevention of arbitrary behavior, the removal of injustices, the detection of grievances in incipient stages. Dwell particularly on the significance of all this.

Also bring out how important all this is as concerns the impression Labor is likely to obtain of the policy actuating those responsible for the conduct of industry. Present methods too often result in Labor gathering its impression of a company's Labor policy from the manners and methods of foremen or subordinate officials.

Note, too, in this connection, the added knowledge of Labor's problems and point of view, and difficulties to be faced by those who have to do with the shaping of policy.

Indicate here, without citing special industries, beginnings that have been made in the direction of providing a direct link between those who are directing industry from the top and those who are farthest removed.

Advocate an industrial relations department, and a management's representative, specially charged with supervision and enforcement of Labor policies,as an essential part of all large industrial organization.

Advocate also Labor's representation through chosen repfesentatives, as a necessary complement of the representation of management.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Bring out next the benefits of joint committees composed of representatives of employees and management, as affording opportunity of closer personal contact and mutual understanding, resulting in an atmosphere which removes friction and develops good-will - the gaining of new knowledge from new points of view - the discovery of means of improving relations and processes.

Advocate the establishment of joint committees or works committees in all industries, and the importance of their being sufficient in number to include all matters of special concern to Labor. Also emphasize the importance of regular and frequent meetings of these joint committees as a regular part of the Company's business. See in this connection what is said of works committees in British reports.

Coming to relations between different industrial establishments within the same industry, take up next the need of representation as a means of securing action in the enforcement of standards and arriving at policies which in the public interest should be made to control. Point out that a fair minimum of labor conditions can only be maintained by common action between competing enterprises, and that it is only possible to effect this either (1) voluntarily, by policies agreed upon between industries through the device of representation, inclusive

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

of both Labor and Management; or (2) through Government action. For Government action to be wise, and also capable of enforcement, it is important that Government should have the advice and suggestions of both Labor and Management with respect to policies which should be made to prevail over industry as a whole. This can only be effected through the medium of representation. In this connection, see the report of the Whitley Committee respecting its aims. Direct reference might be made here to how the Government of England proposes to accept the views of national joint industrial councils, as a guide for legislation and shaping of policies concerning reconstruction.

Take up next the need of representation to bring about co-operation between all the industries of one nation and between different countries in order to prevent the degradation of national standards through competition either national or international. The aim should be to establish both a national and an international minimum of conditions affecting human well-being. This is to be effected throughout the world only by international convention respecting conditions which bear upon the well-being of workers in industry everywhere.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

This leads naturally to a return to the thought of Brohherhood between men and nations, and sounds the note as to the practical manner in which alone world brotherhood is to be attained.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36215
102(13)

26 Broadway
New York

November 11, 1918

Dear Mr. King:

Thank you for yours of November 6th, enclosing a confidential communication just received with reference to Louis' discharge. This I shall be glad to pass on to Louis, who is again in our service.

I know you have taken occasion to express to the Minister of War my appreciation of his great kindness in connection with this matter.

Very sincerely,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
The Brown Palace,
Denver, Colo.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36216
102(13)

26 Broadway
New York

November 12, 1918

Dear Mr. King:

I have read with interest your letter of November 1st, speaking of your visit to the Youngstown Sheet and Tube Company and the McCormick plant. I hope that something constructive will be accomplished in both of these concerns, and shall be glad to know of the result.

What you say in regard to Mr. and Mrs. Edgell and their baby gives us much joy.

Very sincerely,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
The Brown Palace,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13)

FORM 21

3621

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Brown Palace Hotel,
Denver, Colorado, November 11, 1918

Mr. John D. Rockefeller, Jr.,
10 West 54th Street,
New York.

Greatly rejoicing with you all at triumph of Right and restoration of Peace.

W. L. Mackenzie King

PREPAID
Room 829
~~The/Roxb~~
Brown Palace Hotel

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) Form 1917 36218

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

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WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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HON W L MCKENZIE 357

KING BROWN PALACE HOTEL DENVER COLO

MANY THANKS FOR YOUR CONGRATULATORY TELEGRAM OF YESTERDAY ALL GIVING THANKS THAT DELIVERENCE HAS AT LENGTH COME AND THAT A PERMANENT AND RIGHTEOUS PEACE IS IN SIGHT

JOHN D ROCKEFELLER JR
1019A

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36219

November 20, 1918

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

Dear Mr. Rockefeller:

I enclose a confidential communication just received from Dr. Earl Dean Howard, Secretary of the Committee on Industrial Relations of the Chamber of Commerce of the United States.

It has occurred to me that, before speaking to the members of the Chamber at the meeting at Atlantic City, you would be interested, in case you may not already have seen it, in knowing of the contents of this communication, which I understand is being distributed among the members for their consideration and confidential report. It may also be helpful to you by way of suggestion in connection with the preparation of your own address.

You will observe that the Committee on Industrial Relations of the Chamber of Commerce is apparently about to advocate the establishment of an industrial relations department or something corresponding to a management's representative in connection with the large industries of the country; also that the Chamber is considering advocating the formation in different communities of committees representative of Capital, Labor, and the Community, to consider the formulation and enforcement of standards to govern in industry. This bears directly upon the idea of Representation in Industry, with which your address is concerned. It would seem to me perfectly proper and appropriate that you should advance both ideas in anything you may have to say. It will, I am sure, be interesting to you to find, in this report from an officer of the United States Chamber of Commerce, the very suggestions which have already been considered between us in correspondence.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36220

I hope you will make it a point to see Dr. Howard when in Atlantic City. Should you do so, perhaps you would mention to him that I had spoken on more than one occasion to you of him. You may remember my having told you of his splendid work as Director of Labor in connection with the industrial relations work of the Hart, Schaffner, Marx firm in Chicago. I regard Dr. Howard as one of the ablest men in the field of industrial relations in this country. Not only is he able in his chosen field of work, but he is a man of very high character and fine ideals as well. It is in every way desirable that you should see as much of him as the opportunity of the meeting at Atlantic City may afford.

Yours very truly,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36221

November 21, 1918

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

Dear Mr. Rockefeller:

You will be pleased, I am sure, to see the enclosed. The Bethlehem plan of representation is now in operation in several of the plants of the Bethlehem Steel Company; and the General Electric plan is also in operation at the Taunton Works and Windsor Works of the General Electric Company. It has not yet been put into effect at the Lynn Works.

A plan of representation has been completed for the Youngstown Sheet and Tube Company, and conferences with representatives of the men will be held shortly to inaugurate the plan there.

The plan of the Harvester Company has been re-drafted in consequence of the conferences held on my way west, and has been submitted by the Company to its Superintendents for comment and suggestion. I have been promised a final revise as soon as their criticisms have been received and considered. I doubt if the Harvester Company will have its plan in shape for inauguration before I reach Chicago, in which event it is probable that I shall wait over there for a day or two for further conference.

I think there is no doubt about the acceptance of a plan of representation by the Great Western Sugar Company. It will be, however, only one feature of the work of an industrial relations department which will cover all phases of human relations within the industry, and include divisions relating to employment, health and sanitation, insurance, housing, safety and accident. I have visited most of the Company's

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36222

factories in Colorado, Montana, and Nebraska, and am now working on a sort of constitution for the industry as a whole. It is difficult to say what time may be required for conference when this work is finished; but I am hoping it may be possible to complete everything by the end of this month.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36223
31.0.1

26 Broadway
New York

November 25, 1918

Dear Mr. King:

I have just now had time to read carefully Mr. Welborn's letter of October 31st and yours of November 4th in regard to the introduction of an eight-hour day at the steel mills and coke ovens. I am enclosing a copy of a letter which I have just written Mr. Welborn on the subject. I can well understand how glad you are to be in Colorado at the time of this important advance step in the affairs of the Company.

What you say about the increased cost of your book I have noted with interest, but quite agree with you that the charts and graphs will add greatly to its interest and value.

Very truly,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
Brown Palace Hotel,
Denver, Colorado.

Enc

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

November 25, 1918

Dear Mr. Welborn:

Your letter of October 31st, in regard to the change to an eight-hour day in the steel mills and coke ovens, was duly received. I have been so pressed day and night for the past months with the United War Work Campaign that I have only today had time to read your letter carefully. What you and your associates have done, in cooperation with the representatives of the employes and at their request, marks in my judgment another distinct step of progress in the history of the Colorado Fuel & Iron Company. That this step could be taken at the instance of the employes and that there should be such complete accord between them and the officers of the Company in working out its details is gratifying in the extreme.

Toward the close of your letter you say: "There is much satisfaction in the feeling that we have made it possible for the men to have time for something out of every day other than work and sleep." If more employers would consider the interests of their employes as you do, realizing that merely to gain a bare subsistence ought not to be the sole concern of any individual, to the exclusion of those things which make life joyous and worth living, the labor problem of this country and of the world would be one of very limited proportions. I congratulate you and your associates upon what has been accomplished and the manner in which it has been accomplished.

Very truly,

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36225

26 Broadway
New York

November 26, 1918

Dear Mr. King:

Your letter of November 21st, with copies of the Bethlehem plan of representation and the General Electric plan is received. It is interesting and gratifying to see new companies developing these plans. I hope the Harvester will work out something which you can recommend.

You are evidently doing a very comprehensive piece of work in connection with the Great Western Sugar Company, the result of which I feel confident will be of real and permanent value to that company.

Very truly,

John D. Rockefeller Jr.

Hon. W.L.Mackenzie King,
The Brown Palace,
Denver, Colorado.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36226

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT 1918 DEC 3 AM 10 28

Auditorium Hotel, Chicago
Phone Wabash 4321, Local 0

F18NY 13 4 EX

MD NEWYORK NY 1040A 3

W L MACKENZIE KING T 1643

HOTEL BLACKSTONE CHICAGO ILL

MACGREGORS LETTER RECEIVED MANY THANKS PAPER FINSIHED LEAVING TOMORROW

JOHN D ROCKEFELLER JR

26 BROADWAY NEWYORKCITY.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36227

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT

Auditorium Hotel, Chicago
Phone Wabash 4321, Local 0

K224NY 35 MD NEWYORK NY 335P 4 1918 DEC 4 PM 3 22

T-4252

HON W L MACKENZIE KING

HOTEL BLACKSTONE CHICAGO ILL

AM PLANNING TO GO TO SEAL HARBOR MONDAY NOON FOR A FEW DAYS OF REST ARE YOU GOING HOME VIA NEWYORK IF SO WHEN SHALL BE BACK HERE FROM ATLANTICCITY FRIDAY MORNING PLEASE ANSWER LAKEWOOD NEWJERSEY

JOHN D ROCKEFELLER JR. Jr.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Western Union ~ 102(13) 36228

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Chicago, December 5, 1918

Mr. John D. Rockefeller, Jr.,
Lakewood, N. J.

Greatly appreciate kind thought your telegram just received. Length of engagement here uncertain. Under circumstances, think it ill advisable to attempt to attempt to reach New York before Monday. Will very gladly see you New York any time convenient to you after your return from Seal Harbor.

W. L. Mackenzie King.

PREPAID

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(13) 36229

The Blackstone Hotel,
Chicago, December 5, 1918

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

Dear Mr. Rockefeller:

I received, on reaching Chicago this morning, your two telegrams of December 3 and 4 respectively.

I have an appointment at the Harvester Company's offices at ten this morning, and it is possible that I may be obliged to wait over in Chicago for a day or two longer. Mr. Robinson, of the Youngstown Sheet and Tube Company, has wired mentioning that he would be glad if I could stop over at Youngstown on the way east. Between the two engagements, I have thought it would be unwise to attempt any definite engagement in New York this week, and have wired you accordingly.

As you will be going on to Seal Harbor for a few days, I shall be glad to have the intervening time to arrange one or two matters in Toronto which have been standing for some time past, and may run as far as Walkerton, to see my sister, before going on to Ottawa. If you would let me have a line to Ottawa, indicating about what time you expect to be back in New York, I shall be glad to arrange my plans so as to meet you there at your convenience.

I wish very much I might have had the privilege of conferring with you personally about your address; and also that I might have had the pleasure of hearing you speak in Atlantic City. I shall await with the utmost interest the accounts of the press, and the perusal of the address itself in printed form.

I very much appreciate your kind thought in mentioning that you would arrange to see me before the end of the week, should my plans admit of my returning to Ottawa via New York. If the additional delay is no inconvenience to you, in many ways it will be of advantage to me.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102(15) 86230

26 Broadway
New York

Lakewood, N.J.
December 5, 1918.

Dear Mr. King:

I am at Lakewood, having stopped here on the way back from Atlantic City, where I made my address this morning. There was an audience of over four thousand representative business men of the country who listened most interestedly and attentively. It was well worth while to have taken all the trouble which I did in preparing the address.

I have you to thank for very great help in the work. Your several letters, received from time to time but laid aside because of the United War Work Campaign until a week ago, when I took them with me to Tarrytown and spent six days in uninterrupted work on the address, were of much assistance. I thank you now for these various communications of November 1st, 3rd, 6th, 20th and 21st,- all have been exceedingly helpful. The last three chapters of your book in the galley proof arrived and I greatly enjoyed the careful studies, rereading them before writing my address. I found them full of information and helpful material and used much of what I found, as you will see from the address copy of which I am enclosing.

The outline which you prepared was also most suggestive. I used portions of it, but, as you will see, found that I had to let my own mind work along the lines of least resistance and work out my own synopsis, using much from your book and your letters, as well as your notes, in the filling out process.

It was most kind of you to have suggested coming east for conference, and while I should have greatly enjoyed and profited by such conference I did not feel that I could hold you to your suggestion under the circumstances. After I had finished the paper Mr. Murphy spent an evening with me and his views were helpful; the next night Dr. Vincent made several valuable suggestions, and the following morning Mr. Lee read the paper, criticising it from the publicity point of view.. So you will see that it has passed the acid test so far as fundamentals and its general impression on the public are concerned.

I shall have much to tell you about the meeting today when we meet. The copy of the speech, which I enclose, Mr. Lee had stricken off yesterday afternoon after I left for Atlantic City and sent it to me by the midnight train. The newspaper men in Atlantic City asked for a number of copies, many of the members of the Chamber of Commerce, particularly those related to the Industrial Committee, including

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36231
102(13)

your friend Dr. Howard, whom I saw and talked with, asked for copies.

Mr. Bedford, of the Standard Oil Company, told me that the Industrial Committee had been unable toagree on a report, but that after hearing my paper he thought that without question they could unite unanimously on my creed and very likely make that the basis of their report.

I am holding for you when you come East Dr. Howard's draft, which I have read with much interest, and also the several reports which you enclosed and which were also helpful.

I am glad to have the outline of the Lynn Works and the Bethlehem Steel Company plans.

I hope that the reason why you are staying in Chicago is to cooperate with the Harvester people in perfecting their plan.

I am going to Seal Harbor on Monday noon and shall probably be back in about a week. If you come East before that time I shall hope to see you at your convenience on my return. If you are delayed in Chicago and do not reach New York for another ten days or so I shall probably be back. Please let me know what you finally do.

Again with thanks for the splendid help which you have given me in preparing this paper, I am,

Very sincerely,

John D. Rockefeller Jr.

Mr. W. L. Mackenzie King,
The Blackstone Hotel
Chicago, Illinois.

P.S. Although I wrote in one of the earlier drafts of the speech the suggestion in connection with Mr. Gompers which you mentioned, in view of his recent address, taking the position that Labor would go to any extreme rather than permit any reduction in wages or a change in present hours, it did not seem an opportune time for me to make any reference to him in my address.

You will be interested in the programme of the Convention and in the vast number of groups which are referred to in Appendix B.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36232

102 (13)

The Roxborough,
Ottawa, December 14, 1918

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

Dear Mr. Rockefeller:

I received just before leaving Chicago your more than kind and welcome letter of December 5, written from Lakewood.

It is most generous of you to say that the fragmentary sort of contribution it was possible for me to make, in direct and indirect ways, to your address at Atlantic City was valuable in any way. It was so genuinely a disappointment to me not to have an opportunity of making a real contribution toward the address, and of going over it carefully with you while in its course of preparation, that your words, much as they afford in the way of compensation for the little attempted, come even more as a relief to my mind from the anxiety I felt in not being able to assist in the manner I should have liked.

I read through the address with the utmost pleasure and satisfaction. Had I had a final revision of it, I see nothing in any way essential which I would have altered. It naturally has afforded me a very real delight to see your ready acceptance of some of the points of view which I have tried to emphasize in my book, and I am glad that, with the opportunity of more leisurely reading of the last three chapters, you found them to contain helpful material. I was more than delighted to receive from you the word of the adoption, by the Industrial Committee of the United States Chamber of Commerce, of your industrial creed as the Committee's unanimous report. That is a tremendous triumph, and I congratulate you heartily upon it. I can conceive of no service which it is possible to render industrial relations in America to-day greater than that which you have performed in assuming leadership in the moulding of the thought and opinion of Capital on lines which help to reveal the common interest of all parties to industry, and the means of their most effective co-operation. I am looking forward with the keenest possible pleasure to talking with you of the Atlantic City meeting.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hope that by this time you have received a copy of the book itself, and of the brief report which I submitted with it to the Trustees of the Foundation. Whatever limitations the contents may have, I am sure you will be immensely pleased with the style and appearance of the book. I am also sure you will be interested in knowing that Thomas Allen, who is publishing an edition for Canada, told me, as I passed through Toronto, that the first Canadian edition had been sold out within three days after he got the first of his stock in hand. He was going to Boston, when I saw him, to arrange, amongst other things, for a second edition of a thousand copies.

I am anxious to see what impression the book in its finished form makes upon you; and also to discover what others in whose judgment we both have confidence feel concerning it. With the trend which industrial events are already taking in Europe, and promising to take on this side as well, I am beginning to feel that I have made no mistake in adopting either the style of presentation or the form of argument which the book presents.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

102(13) 36234

Form 1206

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Chicago, December 6, 1918

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

Have read with great delight Associated Press report your address. Please accept my heartiest congratulations.

W. L. Mackenzie King.

PREPAID

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

35235

102(13)

RECEIVED AT

Auditorium Hotel, Chicago
Phone Wabash 4321, Local 0

554NY 32

1918 DEC 6 PM 3 16

ND NEWYORK NY 350P 6

HON W L MACKENZIE KING T-4249

HOTEL BLACKSTONE CHICAGO ILL

AM JUST INFORMED THAT INDUSTRIAL COMMITTEE OF UNITEDSTATES CHAMBER OF COMMERCE HAD ADOPTED BY UNANIMOUS VOTE AS ITS REPORT THE TEN ARTICLES FORMING INDUSTRIAL CREED IN THE ADDRESS DELIVERED AT ATLANTICCITY YESTERDAY

JOHN D ROCKEFELLER JR.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Day Message	36235
Day Letter	Blue
Night Message	Nite
Night Letter	N L

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

102(13)

RECEIVED AT

Auditorium Hotel, Chicago
Phone Wabash 4321, Local 0

1918 DEC 6 PM 3 16

C554NY 32

ND NEWYORK NY 350P 6

HON W L MACKENZIE KING 7-4249

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JOHN D ROCKEFELLER JR.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36236

102(13)

26 Broadway
New York

December 9, 1918

Dear Mr. King :

I have your letter of December 5th, and note that you are planning to go to Ottawa before coming to New York. I am leaving today for Seal Harbor and expect to be back here a week from today. Any time thereafter thatyou find it convenient to be in New York I shall be glad to see you, and shall be here right along except for a day or two from time to time at Tarrytown. Please let me know a day or two before you come, if possible.

Very sincerely,

John D. Rockefeller Jr.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

362372(13)

FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

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

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

221 M OE 17

MD NEWYORK NY 16

DEC 16 1918

WL MACKENZIE KING 443

THE ROXBORO OTTAWA ONT

IF CONVENIENT GLAD TO HAVE YOU COME DOWN HERE TOMORROW

OR WEDNESDAY FOR A COUPLE OF DAYS

JOHN D ROCKEFELLER.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

1 & 2 (13) 36

FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, President. GEO. D. PERRY, General Manager

Counter No.	Time Filed	Sent No.	Sent By	Received By	Time Sent	Check

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

NIGHT LETTER
COLLECT

Ottawa, December 16, 1918

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

Am not sure if your telegram just received was sent before receipt my letter of yesterday. If so, I think you will probably wish I should complete plan for Harvester Company before leaving. This will take till Wednesday. Will leave that afternoon for New York, unless I hear in interval from you important come sooner, or next week equally convenient.

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36239 Form 1C



GEO. D. PERRY, GENERAL MANAGER

95 NR 52NL 545AM

NEWYORK NY DECR 24-25

W L MACKENZIE KING 1176

THE ROXBOROUGH OTTAWA ONT

HAVE ARRANGED LUNCHEON WITH GENTLEMEN OF WHOM VINCENT TELEPHONED YOU YESTERDAY FOR FRIDAY NOON ONE OCLOCK NEWYORK COUNTING ON YOUR PRESENCE SHALL WE NOT INVITE A FOURTH PARTY PREFERABLY THE BUSINESS MAN WHO MADE THE SUGGESTION AND WHO IS A FRIEND OF THE GUEST AND WHO VINCENT THINKS WOULD BE ENTIRELY SAFE

JOHN D ROCKEFELLER JR

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

102/13/ 36210

FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, December 25, 1918

Mr. John D. Rockefeller, Jr.,
10 West 54th Street,
New York.

Will be New York Friday. Think idea of inviting fourth party excellent particularly person suggested your wire.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ 4 INDUSTRY AND HUMANITY Form 2C

36241

Holiday Greeting

GREAT NORTHWESTERN TELEGRAM



Receivers No | Time Filed

Day Message | Night Message | Night Letter ✓

GEO. D. PERRY, GENERAL MANAGER

SEND THE FOLLOWING TELEGRAM, SUBJECT TO THE TERMS ON BACK HEREOF, WHICH ARE HEREBY AGREED TO

Ottawa, December 24, 1918

191

To Mr. John D. Rockefeller, Jr.,
10 West 54th Street,
New York.

Heartiest Christmas greetings to all. You will be pleased to hear that booksellers Montreal, Ottawa, Toronto sold out of "Industry Humanity three days ago. Canadian publisher has ordered new edition two thousand. American publishers now negotiating, in addition to English edition, for translation for edition to be published in France. Say book going splendidly in States.

W. L. Mackenzie King.

CHG. W.L.MACKENZIE KING.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 T.W.

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

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

362

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

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

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

81 MD MA 23

MD NEWYORK NY 26

W L MACKENZIE KING 194

THE ROXBOROUGH OTTAWA ONT DEC 26 1918

YOUR TWO TELEGRAMS RECEIVED THANKS FOR CHRISTMAS GREETINGS WHICH WE CORDIALLY RECIPROCATE HEATIEST CONGRATULATIONS ON SUCCESS OF BOOK PLEASE TELEPHONE ON ARRIVAL TOMORROW

JOHN D ROCKEFELLER JR . .

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

ROCKEFELLER FOUNDATION
36243

The Roxborough,
Ottawa, December 31, 1918

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

Dear Mr. Rockefeller:

I should like to invite your attention to the following statement which appears at page 6 of the Letter of Transmittal to the Trustees of the Rockefeller Foundation, which accompanied the volume "INDUSTRY AND HUMANITY", containing a part of my study of the problem of Industrial Relations under the auspices of the Foundation:

> "My studies have led me to belief that, of all matters pertaining to industrial relations, the most important, so far as needful investigation is concerned, are those of government in Industry, and of industrial fatigues and occupational diseases, to which reference is also made in the volume."

The reference in the volume itself appears at page 331, in the following words:

> "I can think of no service possible to render Humanity greater than that of scientific research into occupational diseases, and the fatigues of Industry, and their effects upon the well-being of mankind."

A main object of the Foundation in undertaking the study of Industrial Relations was to yield light on the question "whether such studies could be profitably pursued for a longer or an indefinite time under such auspices and with such resources as the Rockefeller Foundation could provide."

In view of this circumstance, would you not feel justified in recommending to the Trustees of the Foundation the institution by the Foundation of an investigation into some one or more of the diseases or fatigues incidental to certain industrial callings, with a view to the discovery of means whereby workers in Industry may be spared some of the

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

loss in health and vitality which under many existing processes they are at present called upon to endure.

The Rockefeller Institute for Medical Research would seem to be in a better position than any other institution in the world to undertake such an investigation, and with the resources of the Foundation available to meet the expense incidental thereto, I can think of no contribution to the problem of industrial relations which it would be possible for the Foundation to make the purpose of which would be less open to misunderstanding or criticism, or likely to prove more acceptable to Labor.

Considerations of matters pertaining to Health are quite as important in Industry as are considerations respecting Peace and Work. They should all be made to accord with the one law, described by Pasteur as the Law of Peace, Work, and Health, regard for which, my studies have led me to believe, underlies all right relations in Industry. An investigation into industrial fatigues or diseases, conducted in the manner described, would make applicable to the field of Industry what Pasteur has said to be the highest aim of Science in its application to the relief of mankind. "Science will have tried, by obeying the Law of Humanity, to extend the frontiers of Life."

I am sure you have only to consider the wide bearing of the possibilities of such a service to see what it may mean by way of fulfilment of the high purpose of the Foundation in instituting the study of Industrial Relations as a far-reaching contribution to the industrial problems of our day.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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New York Dec. 14, 1918 191

W. L. Mackenzie King, Esq.,
% Houghton Mifflin Co
Boston, Mass.

Dear Sir:

Your most recent book is attracting considerable attention, and as you are no doubt anxious to receive and read as many of the reviews as possible, allow us to suggest that you fill in and return to us the enclosed subscription form at your earliest convenience in order that we may start to gather them without delay to insure a complete collection.

If by this time you have received similar offers from some of our competitors, may we take a minute to explain our facilities for collecting these reviews?

We operate a special Literary Department which devotes its entire time to collecting such news as may appear about authors and their work. The readers in this department are so highly trained that the possibility of their overlooking anything is negligible--they have not the burden of remembering the names of our subscribers whose interests are in matters other than literary.

In short this department operates exclusively for our Literary patrons and is as complete and far-reaching in itself as an entire press clipping bureau. Its services are bound to please you.

Thanking you in advance for your favorable consideration and assuring you of our best attention, we are

Very truly yours,

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By G. D. Romeike
President

G.D.R.-MR

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W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
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W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ "INDUSTRY AND HUMANITY"

IMMIGRATION POLICY — ORIENTAL IMMIGRATION

The Roxborough,
Ottawa, September 26, 1918.

Hon. Theodore Roosevelt,
Sagamore Hill,
Oyster Bay, L.I., N.Y.

Dear Mr. Roosevelt:

The Houghton Mifflin Company, of Boston, is publishing a book I have written, entitled "Industry and Humanity", and which is in the nature of a study of the principles underlying industrial reconstruction. The book is based, in considerable part, on some of my own experiences in dealing with industrial problems. Among other subjects, I have an extended reference to the question of Oriental Immigration. If it were wholly agreeable to you, I should like to make mention of my visit made to England at your instance in 1908. That you may be able to judge of what I had thought of publishing, I enclose herewith a part of a page of galley proof as corrected. It will give you an idea of the context.

As the printer is ready to go on with the page make-up, perhaps you would be so kind as to telegraph me, at my expense, your approval of the insertion of the mention as it appears, or any change which you may deem advisable. If you would prefer that no mention whatever were made, please do not hesitate to say so quite frankly. I shall be only too pleased to respect your wishes. I might say that, but for having noticed an interview which you gave to some of the American papers at the time I went out of office as Minister of Labor, I should have hesitated to think of making mention of this incident. In the interview, however, you spoke quite openly and very generously of my having conveyed messages from you to Sir Edward Grey respecting the significance to America of unrestricted immigration from the Orient. It has seemed to me, therefore, that instead of anything being lost, there is perhaps much of gain to both Canada and the United States in having something publicly known of the efforts made by you to have the Oriental question adjusted in a manner which would avoid friction between America and the Orient. A reference of the brief kind which I have inserted is suggestive of the real purpose of the visit, and may therefore be of value even as respects present and future relations between this continent and the Orient.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

May I take advantage of this letter to express the very great admiration which, in common with my fellow-countrymen generally, I feel for the splendid manner in which, from the very beginning of the War, you sought to bring home the significance of the struggle to the people of America, and to arouse the nation to an early realization of its duty. May I refer also to the great contribution your family has made to the cause of the Allies, and to the overwhelming personal loss which you have sustained. When I read of the heroic death of one of your sons, I experienced a sense of personal grief at the thought of what the sacrifice of his life must necessarily mean to you; and I know that my feelings were generally shared by the people of this country. I am glad to see that your two other sons are having such noble and splendid careers. I trust their lives may ~~be spared~~ survive the vicissitudes of this frightful conflict, and that a kind Providence will bring them safely back to you before many more months have elapsed.

With kindest remembrances and regards, Believe me, dear Mr. Roosevelt,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"
36249
IMMIGRATION POLICY - ORIENTAL IMMIGRATION.

THE KANSAS CITY STAR

OFFICE OF
THEODORE ROOSEVELT

NEW YORK OFFICE
347 MADISON AVENUE

October 3, 1918.

Dear Mr. King:

Colonel Roosevelt is out of the city and will not return for about a week. As soon as he comes back I shall submit your letter for his attention.

Sincerely yours,

Secretary.

J.M. sraicicere.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"
36250
IMMIGRATION POLICY - ORIENTAL IMMIGRATION

The Roxborough
Ottawa, October 25, 1918

Mr. J. M. Stricker,
Secretary to Colonel Theodore Roosevelt,
347 Madison Avenue,
New York.

Dear Mr. Stricker:

I received some three weeks ago your acknowledgment of my letter of some days earlier to Colonel Roosevelt. Not having had any further communication, I have assumed Mr. Roosevelt has seen nothing to take exception to in the page of galley proof submitted with my letter. After holding the proof for some time, I have therefore let it go forward to the publishers, who have now reached the point of completing the setting of the book in page form. It might still be possible to have any alteration made, if that were thought necessary or desirable. Inasmuch, however, as the matter is likely to be one of very minor importance to Mr. Roosevelt, I feel sure I am quite right in believing that no further communication from you has meant approval on Colonel Roosevelt's part, and that the volume of his correspondence accounts for no further word having been received.

Yours very truly,

WLMK

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

" INDUSTRY AND [illegible] "
IMMIGRATION POLICY - ORIENTAL IMMIGRATION.

THE KANSAS CITY STAR

OFFICE OF
THEODORE ROOSEVELT

NEW YORK OFFICE
347 MADISON AVENUE

November 1st, 1918.

My dear Mr. King:

To my great regret your letter of September 26th has only just been shown to me. It came when I was away and got lost in the mass of mail. I haven't the slightest objection to your making the reference, but curiously enough I prefer the form of that reference in your letter to me, rather than the form in your galley proof. In your letter you speak as follows, - "....my having conveyed messages from you to Sir Edward Grey respecting the significance to America of unrestricted immigration from the Orient. It has seemed to me, therefore, that instead of anything being lost, there is perhaps much of gain to both Canada and the United States in having something publicly known of the efforts made by you to have the Oriental question adjusted in a manner which would avoid friction between America and the Orient," whereas in the galley proof you convey the impression that all I was doing was to take the very round-about way of sending through you, and then through the British Foreign Minister, a message to Japan. I hope this is not too late

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36252

but I fear it is. I wish to thank you for your kind and appreciative closing message.

Faithfully yours,

Theodore Roosevelt.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."

IMMIGRATION POLICY — ORIENTAL IMMIGRATION. 362253

The Brown Palace Hotel,
Denver, Colorado, November 9, 1918

Colonel Theodore Roosevelt,
347 Madison Avenue,
New York.

My dear Mr. Roosevelt:

Your letter of the 1st instant was forwarded from Ottawa to me here, and received last night. I immediately sent a telegram, a copy of which I enclose, to The Houghton Mifflin Company, asking, if possible, to have the reference my book contains to the Oriental problem changed in accordance with the preference expressed in your letter. I am exceedingly sorry to say that the reply received from the publishers - a copy of which I also enclose - intimates that it is too late to make the changes requested, as the book is already on the press. I am very sorry it has not been possible to make the change, especially because of your expression of preference in the matter, but also because I, too, much prefer the amended form.

Since sending you the galley proof, I have altered a little the paragraph relating to my several missions with respect to the problem of Oriental Immigration, by prefacing the reference to these with the following statement:

> "Many circumstances combined to bring me into touch with the problems arising out of the competition of Oriental Labor, and to compel a close study of fundamental considerations."

What follows merely indicates, in each instance, the particular mission as one related to the subject of immigration from the Orient. The limiting words, "respecting the significance to America of unrestricted immigration from the Orient", included in the sentence referring to the messages conveyed by me from you to Sir Edward Grey, would, on the face of it, seem to disclose that the purpose of the visit was wholly that of helping to have the Oriental question adjusted in a manner which would avoid friction between America and Japan. I should be very sorry if the reference as it stands, taken in conjunction with the entire text, were to convey the impression your letter indicates might be taken from it.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I did not feel at liberty, in referring to any of the missions, to enlarge upon their scope or purpose, beyond that of indicating that all alike were concerned with the significance of the problem of Oriental immigration to Labor on this continent. I remember, in writing the sentences with reference to the messages to Sir Edward Grey, I had the feeling that any disclosure as to their purpose, beyond making mention of the fact that they were related to the significance to America of unrestricted immigration from the Orient, would more properly come from you than from me, should the matter come to prove one of any public interest.

It may be that, notwithstanding it is now too late to make any change in the book, some favorable opportunity may present itself in connection with its publication whereby I can give to the public the reference to this mission in the form in which it was conveyed in my letter to you, and in which I have sought to have it conveyed in the enclosed telegram. In this connection, I should be very pleased to consider any suggestion you might wish to make, or to confer with you as to the form of any statement which it might seem proper and helpful to make.

Perhaps I should mention here, what I feel quite sure you will have assumed, that I did not give a final release of the proof until after leaving for Colorado at the beginning of this month. In fact, it was only this week that I agreed, at the request of the publishers, to forego approval of the Index which was being prepared at the Houghton Mifflin office, and to permit its proofreading by the firm itself, to expedite publication.

I know, of course, how very large your correspondence is. Having received from your secretary an acknowledgment of my letter of September 26, and the intimation that its contents would be brought within a day or two to your attention, I assumed, inasmuch as the letter suggested your telegraphing me in the event of any further consideration being necessary, that you had seen the letter, and, having approved the reference, had felt that a further acknowledgment might well be delayed until urgent and pressing matters had been dealt with. Had word come by telegraph even as late as the 5th of this month, it would, I believe, have been possible to have made the change.

You know, I am sure, how much I regret not being able to alter the form of the reference at this moment, but also how

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

powerless I am to do other than make the effort already made by wire.

Please allow me to thank you for your letter, and for your kindness in mentioning in it your acquiescence in the matter of the publication of the reference itself.

With kind regards, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"
IMMIGRATION POLICY - ORIENTAL IMMIGRATION
36256

THE KANSAS CITY STAR

OFFICE OF
THEODORE ROOSEVELT

NEW YORK OFFICE
347 MADISON AVENUE

November 14, 1918.

My dear Mr. King:

That's all right. I am very much obliged to you.

Faithfully yours,

T. Roosevelt

T. ROOSEVELT.

Mr. W. L. Mackenzie King,
The Brown Palace Hotel,
Denver, Col.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY" ✓

36257

THE KANSAS CITY STAR

OFFICE OF
THEODORE ROOSEVELT

NEW YORK OFFICE
347 MADISON AVENUE

December 20, 1918.

My dear Mr. King:

That's extremely kind of you. I thank you, and look forward with pleasure to reading your book.

Faithfully yours,

T. Roosevelt.

T. ROOSEVELT.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36258

The Roxborough,
Ottawa, January 23, 1918.

The Right Reverend J. C. Roper, M.A., D.D.,
Bishop of Ottawa,
Ottawa.

Dear Bishop Roper:

Since talking with you at the Canadian Club luncheon on Saturday last, I have been confined to the hospital for a few days with an arm which was giving me considerable trouble at the time. This has prevented me from calling to leave with you a copy of Harold Begbie's 'Life of Earl Grey', which I promised I would let you have. Rather than delay longer in the hope of being able to bring it to you myself, I am sending it with this note. Please excuse the way in which the book is marked up. It has become such a habit of mine to mark passages of special interest in anything I read, that a book loses some of its pleasure unless I have the opportunity of scoring it as I like.

I am sure you will greatly enjoy the reading of this little volume. It seems to me a very true representation of Lord Grey's character as those who knew him most intimately felt it to be.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

HOWARD S. ROSS, K.C.

EUGENE R. ANGERS, K.C.

26259

Ross & Angers

Barristers & Solicitors

Coristine Building

20 St. Nicholas St. *Montreal* CANADA

Dec 21'18

Honorable Mackenzie King

Ottawa.

Dear Mr King

I have mislaid the address of Charles Seaman. Next month I am going to California and I would like to call to see him. Will you be good enough to send me the address if you have it.

Would you care to have me review your new book in the Journal of Commerce. I send them some book reviews every few weeks.

Very truly

H.S. Ross

ET

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, December 30, 1918

Mr. Howard S. Ross, K.C.,
Coristine Building,
20 St. Nicholas Street,
Montreal, Que.

Dear Mr. Ross:

I regret that your letter of December 21 has remained unacknowledged for so many days. I have been travelling about a good deal of late, and my correspondence has fallen considerably into arrears.

I am sorry that I am unable to put my hand on Seaman's address. I have looked through my address books, and do not seem to have it anywhere; nor do I appear to have had a letter from Seaman for some time past. My recollection is that his home is somewhere in the suburbs of Los Angeles. I have no doubt that if you are in Los Angeles itself, you will have little trouble in locating him from there. I shall make a further search for earlier letters; and if I come across the exact address will send it to you at once.

It is indeed very kind of you to speak of reviewing my book for the "Journal of Commerce". I should indeed deeply value a review from your pen. I am writing to Thomas Allen, the Canadian publisher, requesting him to send you a copy of the book forthwith. Should your time permit a review, I shall be more than grateful to have the pages of the book protected by the hand of so generous a friend.

With kind regards and best wishes for the New Year, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36261

The Roxborough,
Ottawa, January 14, 1918.

Mr. P. D. Ross,
The Journal Publishing Company,
Ottawa.

Dear Mr. Ross:

I am sending this line as a memorandum, and also to thank you for your kindness in mentioning on Saturday that you would speak to the Prime Minister on behalf of some consideration being shown to Wilfred Campbell's widow, in view of the distressing circumstances in which she has been left in consequence of his suddentdeath. It would certainly seem that the Government would be justified, in view of his exceptional services to Canadian literature, in granting some recognition in the way of a small pension.

Campbell, as you doubtless know, was much handicapped by debt most of his life, and his widow is now left without any support apart from what may come to her through her son,Basil, who is at present fighting in France. Both she and Campbell for some years past have assumed the burden of bringing up the little family of Gray children, four of them in all, in addition to the care of their own children. If there ever was a man who deserved well of his country, and whose country should do something for his widow, that man was Wilfred Campbell.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am sure you are the best person to speak to the Prime Minister, and that he only needs a word from you to insure favorable consideration for the request which, I understand, the officers of the Royal Society are likely to make to the Government in the course of a few days.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 6, 1918.

Mr. W. H. Roughsedge,
Room 1701, 505 Fifth Avenue,
New York.

Dear Mr. Roughsedge:

Before receiving your letter of the 4th instant, Senator Bostock spoke to me of your wish to have your method of house-building considered by those in charge of the Standard Oil Company's projected betterment plan, which includes house-building for employees.

I told Senator Bostock that I should very gladly refer the enclosure of your letter to Mr. C. J. Hicks, Executive Assistant to the President of the Standard Oil Company of New Jersey, who has the projected betterment plan in hand. Accordingly, I have forwarded the enclosure which came with your letter to Senator Bostock, and I am to-day also forwarding the letter just received from you and its enclosure, and have suggested to Mr. Hicks that it might be well to communicate with you in the event of his believing it to be of value to have an interview with you.

I regret that it is not possible for me to give you a letter of introduction to Mr. J. D. Rockefeller, Jr. My relations with Mr. Rockefeller, Jr. being what they are, it has been absolutely necessary for me to adopt a policy of declining to give any notes of introduction. You will understand, I am sure, without need of explanation, the reasons which render such a course necessary on the part of those who have association with projects in which Mr. Rockefeller is interested. Your letter to me will speak for itself to Mr. Hicks, and I am sure that if there is the slightest possibility of an interview being of service one way or the other, Mr. Hicks will very gladly communicate with you.

With kind regards,

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36264

TEL. 5189 MURRAY HILL

THE "ROUGHSEDGE" HOUSE COMPANY

PROPRIETORS OF THE ROUGHSEDGE PATENT MOLDS FOR CONTINUOUS CAVITY CONCRETE HOUSES
AND OF THE VARIOUS MECHANICAL DEVICES
REQUIRED TO CONSTRUCT COMPLETE ALL-CONCRETE HOUSES

PROOF AGAINST FIRE, FROST, DAMP, VERMIN AND DECAY
THE ROUGHSEDGE CONSTANT AUTOMATIC HOUSE VENTILATING SYSTEM

ROOM 1701
505 FIFTH AVENUE, NEW YORK

April 9th 1918

Fr The Hon^ble W. L. Mackenzie King
Ottawa

Dear Sir

Many thanks for yours
of 6th inst rec^d this a.m.
I quite understand the
situation as to Mr. J. D. Rockefeller
Jr - in fact, I hesitated as to
asking you:
I enclose our latest circular
which will explain our types
of Houses

And remain

Yours very truly

W. H. Roughsedge

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36265

The Roxborough,
Ottawa, April 16, 1916.

Mr. W. H. Roughsedge,
The Roughsedge House Company,
Room 1701, 501 Fifth Avenue,
New York.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge your communication of the 9th instant, with which he has received a copy of your latest circular descriptive of the houses constructed by your Company.

Mr. King has read the document with interest, and has passed it on to Mr. C. J. Hicks, Assistant to the President of the Standard Oil Company of New Jersey.

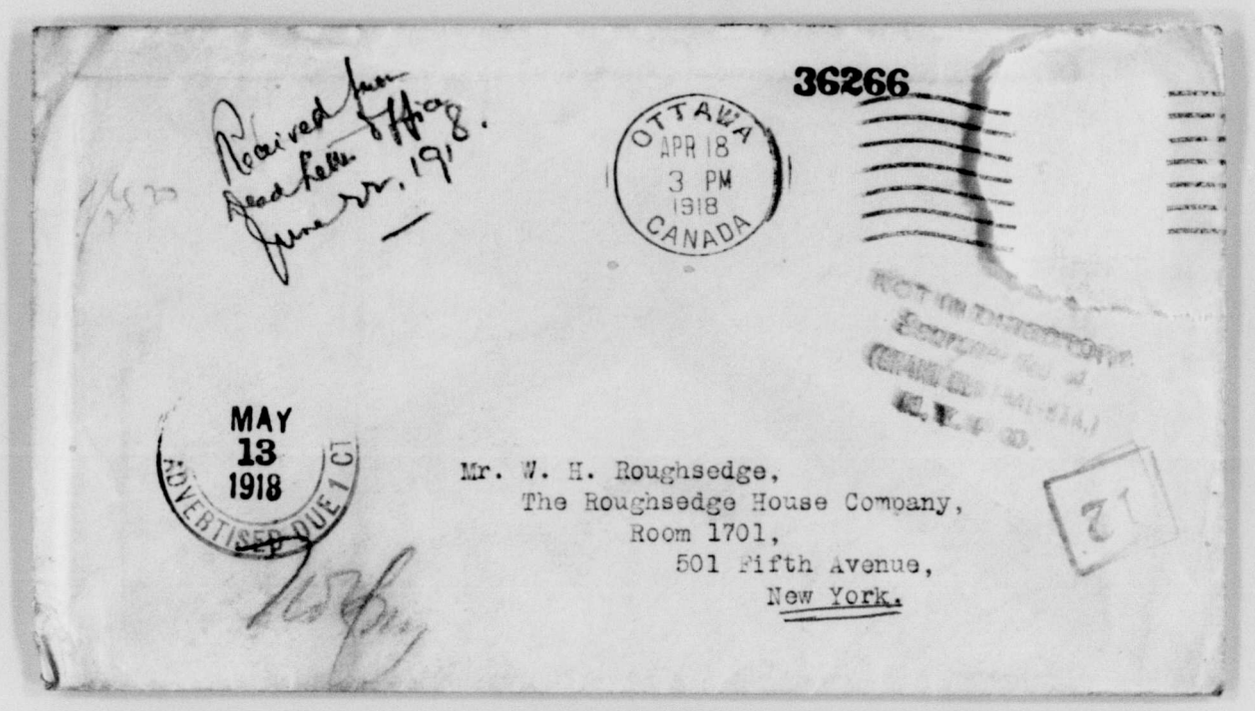
Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA



W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36267

The Roxborough,
Ottawa, April 18, 1918.

Mr. W. H. Roughsedge,
The Roughsedge House Company,
Room 1701, 501 Fifth Avenue,
New York.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge your communication of the 9th instant, with which he has received a copy of your latest circular, descriptive of the houses constructed by your Company.

Mr. King has read the document with interest, and has passed it on to Mr. C. J. Hicks, Assistant to the President of the Standard Oil Company of New Jersey.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36268

PRIVY COUNCIL
CANADA

Ottawa, April 11, 1918.

Dear Mr. Mackenzie King,-

I appreciate your very kind invitation to meet Mr. John D. Rockefeller, Jr., at dinner, at the Golf Club on Saturday evening, but I regret I shall not be able to be with you on that occasion. Thanks Should circumstances arise

Yours sincerely,

W D Powell

Hon. W. L. Mackenzie King,
The Roxoboro,
OTTAWA, Canada.

NWR/J/McK

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36269

THE ROYAL SOCIETY OF CANADA

Ottawa, ~~13th~~ 12 January, 1918

Dear Sir:—

I beg leave to enclose to you herewith, two blank forms to be used in case you wish to propose one or more new members for election to The Royal Society of Canada, this year. Additional forms can be supplied if you require them, or nominations can be written out in the terms of the form.

Nominations may be made to fill 4 *vacancies in Section I;* 1 *in Section II;* 4 *in Section III; and* ..... *in Section IV.*

I have to request that in making nominations, the following points may be borne in mind:—

1. Membership in the Society is, by the regulations, confined to persons resident in the Dominion of Canada or Newfoundland.

2. "No person shall be nominated whose consent to that end has not previously been obtained." (Rule 6, paragraph 3).

3. The academical degrees or other distinctions of the person nominated, should be accurately and fully given in the nomination paper, so that they may be properly set forth in the Nomination Lists, which the Honorary Secretary will later compile and send to all members of the Society.

4. Complete particulars should be given respecting the works or writings credited to a candidate, as provided in the Nomination Paper, such as title, date, place or channel of publication, so that there may be no difficulty in regard to the identification or, if desired, examination of such works considered as proofs of qualification. At the same time it is not desirable that very long lists of works should be given. It is sufficient, as a rule, to mention a few of the principal productions of a candidate.

5. Each Nomination Paper should bear the signature of three members (and no more) of the particular Section for which a candidate is proposed.

6. Any candidate duly nominated within the last five years, but not elected, may be brought forward again as a candidate by *any one* of his original proposers, or by all three. In such a case, the same particulars should be given as for a new nomination.

7. "Only those candidates nominated on or before the fifteenth day of February, shall be eligible at the ensuing Annual Meeting." (See Rule 6, paragraph 3). Nominations sent by mail should therefore bear a postmark not later than February 15th.

I remain, dear Sir,
Yours very faithfully,
DUNCAN C. SCOTT,
Hon Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36270

THE ROYAL SOCIETY OF CANADA

.....191

To the Honorary Secretary
of the Royal Society of Canada

Sir,—

We, the three undersigned members of Section.....

of The Royal Society of Canada, hereby propose as member of said Section.....

.....

.....who has published the follow-

ing books or papers; or has rendered the following services to literature or science:

.....

.....

.....

.....

.....

Signatures { .....
.....
.....

I hereby signify my willingness to be nominated for election as a Fellow of The Royal Society of Canada

(Signature).....

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36271

THE ROYAL SOCIETY OF CANADA

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Signatures { .....
.....
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I hereby signify my willingness to be nominated for election as a Fellow of The Royal Society of Canada

(Signature).....

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36272

THE ROYAL SOCIETY OF CANADA
OTTAWA February 6th.1918.

Dear Sir:-

Since the prdinary nomination notices were issued, our honored Fellow Rev,Dr.Arthur Jones, S.J.has died. I put in nomination to replace him, Wm.H.Atherton, L.L.D. (Laval) &c. author of the important "History of Montreal" which bears his name, and who is a scholar of large attainments, and represents much the same school as Father Jones. I ask the careful attention of our Fellows to this extra nomination.

Faithfully yours.

W. D Lighthall

PRESIDENT.

Hon. W. L. Mackenzie King, FRSC
Ottawa

Acknowledged by card February 11, 1918 Wdy.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36273

THE ROYAL SOCIETY OF CANADA
OTTAWA

(Confidential)

February 26th., 1918.

Sir,-

I have to inform you that the advisory committee on nominations having considered the claims of the various nominees decided that Dr. James Bonar and Dr. Walter Charles Murray were entitled to equal consideration.

As there is only one vacancy and as Dr. Bonar's term of office as Deputy Master of the Royal Mint expires within a year it was finally decided to recommend Dr. Murray for election.

Yours sincerely,
Adam Shortt,
Chairman.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36274

THE ROYAL SOCIETY OF CANADA

NOMINATIONS

1918

The Honorary Secretary has the honour to announce the following nominations in Sections I, II and III, and to enclose a ballot paper and addressed envelope:—

SECTION I.

L'ABBÉ AZARIE COUILLARD DESPRÉS, Sorel, Qué. Mis en nomination par **M. A.-D. DeCELLES, M. VICTOR MORIN** et **Mgr A.-E. GOSSELIN.**

M. l'abbé Després a publié les ouvrages suivants:—

La première famille française au Canada, 1 vol., 367 pages, 1907.
Histoire des Seigneurs de la Rivière-du-Sud, 1 vol., 425 pages, 1912.
Louis Hébert et sa famille, 1 vol., 168 pages, 1915.
Noblesse de France et du Canada, 1 vol., 75 pages.
Histoire de la famille et de la Seigneurie de St-Ours, 2 vols., 1916-1917.

M. AEGIDIUS FAUTEUX, bibliothécaire de la Bibliothèque Saint-Sulpice, Montréal. Mis en nomination par l'**Hon. THOMAS CHAPAIS, M. BENJAMIN SULTE** et **M. VICTOR MORIN.**

M. Fauteux a publié les ouvrages suivants:—

Étude sur les bibliothèques canadiennes, 1916.
La famille d'Aillebout, 1917.

***L'ABBÉ LIONEL GROULX, M.A.,** professeur à l'Université Laval, Montréal. Mis en nomination par **Mgr. PAUL BRUCHÉSI, l'Hon. THOMAS CHAPAIS** et **M. A.-D. DeCELLES.**

M. l'abbé Groulx a publié les ouvrages suivants:—

Croisade d'un adolescent, 1 vol., 1912.
Rapaillages, 1 vol., 1916.
Conférences sur l'histoire constitutionnelle du Canada, à l'Université Laval de Montréal, 1915-16, 1916-17, 1917-18.
Plusieurs brochures (Histoire de Valleyfield, Histoire acadienne) et collaboration constante à la Nouvelle-France, Revue canadienne, Action française, etc.
*Renouvellement de candidature.

SECTION II.

WILLIAM H. ATHERTON, LL.D. (Laval), Montreal; nominated by **Mr. W. D. LIGHTHALL, Mr. R. W. McLACHLAN** and **Mr. E. W. THOMSON.**

Dr. Atherton has published the following books or papers:—

History of Montreal.

***JAMES BONAR, LL.D.,** Deputy Master of the Royal Mint, Ottawa; nominated by Dr. **ADAM SHORTT, Mr. LAWRENCE J. BURPEE** and **Dr. A. G. DOUGHTY.**

Dr. Bonar has published the following books or papers:—

Malthus and his Work.
Ricardo's Letters to Malthus.
Philosophy and Political Economy.
Disturbing Elements in Political Economy.

***ALEXANDER FRASER, M.A., LL.D., Litt.D., F.S.A. Scot.,** Provincial Archivist of Ontario; nominated by **Col. G. T. DENISON, Dr. MAURICE HUTTON** and **Dr. JAMES MAVOR.**

Dr. Fraser has published the following books or papers:—

Numerous Keltic works and writings in both the Gaelic and English.
In English: Illustrated History of Toronto, 12 parts, large quarto.
History of Toronto, 1 Volume.
History of Ontario.
Reports of Bureau of Archives, Ontario, from 1903 to 1914, etc., etc.

*Renewal of candidature.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

WALTER S. HERRINGTON, Napanee; nominated by **Dr. JAMES H. COYNE, Mr. LAWRENCE J. BURPEE** and **SIR EDMUND WALKER, C.V.O.**

Mr. Herrington has published the following books or papers:—

History of the County of Lennox and Addington. Toronto. The MacMillan Co. of Canada, Limited, 1913.
Pioneer Life among the Loyalists in Upper Canada. Toronto. The MacMillan Co. of Canada, Limited, 1915.
Heroines of Canadian History: Wm. Briggs, 1909.
Martyrs of New France: Wm. Briggs.
Evolution of the Prairie Provinces: Wm. Briggs.
Some notes on the First Legislative Assembly and its Speaker.
Five Volumes of Papers and Records of Lennox and Addington Historical Society.

***JOHN CASTELL HOPKINS, F.S.S., F.R.G.S.,** Toronto, Ont.; originally nominated by **Col. G. T. DENISON, Dr. JAMES H. COYNE and Dr. W. D. LESUEUR.**

Mr. Hopkins has published the following books or papers:—

Life and Work of Sir John Thompson.
Life and Work of Mr. Gladstone.
Queen Victoria, her Work and Reign.
Life of King Edward VII.
The Canadian Annual Review from 1902; and many other works.

***ANDREW F. HUNTER, M.A.,** Archaeologist and Historian, Secretary of the Ontario Historical Society, Toronto; originally nominated by **Dr. JAMES H. COYNE, Dr. C. C. JAMES** and **Dr. MAURICE HUTTON.**

Mr. Hunter has published the following books or papers:—

History of Simcoe County (two volumes).
Notes on Huron Village Sites, Townships of Tiny, Tay, Medonte, Oro, Flos, Vespra.
Historic Sites of Tay.
Notes on Sites of Indian Villages, Townships of North and South Orillia (Simcoe County).
Co-operation with the late Reuben Gold Thwaites in his edition of the Jesuit Relations in portions relating to the Province of Ontario (seventy-three volumes).
Work as Secretary of the Ontario Historical Society, including recent publications of Annual Reports and Papers and Records.

WALTER CHARLES MURRAY, M.A., LL.D., Saskatoon; nominated by **SIR ROBERT A. FALCONER, Dr. MAURICE HUTTON** and **Professor GEORGE M. WRONG.**

Dr. Murray has published the following books or papers:—

Numerous articles on educational, historical and political subjects.
Was Professor of Philosophy in Dalhousie University, Halifax, N.S. from 1892 to 1908; has been President of the University of Saskatchewan since 1908.

SECTION III.

EBENEZER HENRY ARCHIBALD, M.A., Ph.D., F.R.S.E.: Department of Chemistry, University of British Columbia; nominated by **Dr. R. F. RUTTAN, Dr. DOUGLAS McINTOSH** and **Dr. W. LASH MILLER.**

Dr. Archibald has published the following books or papers:—

A revision of the Atomic Weight of Caesium; with Prof. T. W. Richards; Proc. Am. Acad. Arts and Sciences, 37, 443 (1903); Zeit. Anorg. chemie (1903).
The Halogen Hydrides as Conducting Solvents; with D. McIntosh and B.D. Steele; Phil. Trans. Roy. Soc. London, Series A, Vol. 205, p. 99 (1905); Zeit, für physik Chemie, 55129 (1906).
The Basic Properties of Oxygen. Additive Compounds of the Halogen Acids and Organic Substances and the Higher Valencies of Oxygen. Asymetric Oxygen; with Douglas McIntosh; Trans. Chem. Soc. London 85, 919 (1904).
A Revision of the Atomic Weight of Rubidium;—Trans. Chem. Soc. London, 85, 776 (1904).
A Revision of the Atomic Weight of Potassium:—Trans. Roy. Soc. Canada. Vol. X, Sec. III, 47 (1904).
The Atomic Weight of Platinum;—Proc. Roy. Soc. Edin. Vol. 29, 721, 1909; Zeit. Anorg. Chemie, 66, 169 (1910).
The Electrical Conductivity of Solutions of the Alcohols in Liquid Hydrogen Chloride; Jour. Am. Chem. Soc. 34, 584 (1912).

ALFRED TENNYSON DeLURY, M.A., Professor University of Toronto; nominated by **Dr. ALFRED BAKER, Mr. JAMES HARKNESS** and **Dr. J. C. GLASHAN.**

Professor DeLury has published the following books or papers:—

An Intermediate Algebra, 1903.
An Algebra for High Schools and Collegiate Institutes, 1907.
Arithmetic for High Schools and Collegiate Institutes, 1904.
Lectures on Theory of Functions given at Columbia University.
Numerous Addresses on Mathematical Subjects.
On the Non-Euclidean Geometry, Math. and Phys. Soc., U. of T., 1892-3-4.

*Renewal of candidature.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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Work as Secretary of the Ontario Historical Society, including recent publications of Annual Reports and Papers and Records.

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The Halogen Hydrides as Conducting Solvents; with D. McIntosh and B.D. Steele; Phil. Trans. Roy. Soc. London, Series A, Vol. 205, p. 99 (1905); Zeit, für physik Chemie, 55129 (1906).
The Basic Properties of Oxygen. Additive Compounds of the Halogen Acids and Organic Substances and the Higher Valencies of Oxygen. Asymetric Oxygen; with Douglas McIntosh; Trans. Chem. Soc. London 85, 919 (1904).
A Revision of the Atomic Weight of Rubidium;—Trans. Chem. Soc. London, 85, 776 (1904).
A Revision of the Atomic Weight of Potassium:—Trans. Roy. Soc. Canada. Vol. X, Sec. III, 47 (1904).
The Atomic Weight of Platinum;—Proc. Roy. Soc. Edin. Vol. 29, 721, 1909; Zeit. Anorg. Chemie, 66, 169 (1910).
The Electrical Conductivity of Solutions of the Alcohols in Liquid Hydrogen Chloride; Jour. Am. Chem. Soc. 34, 584 (1912).

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*Renewal of candidature.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36276

Deductions from Dr. Graves' Theorem, Math. & Phys. Soc., U. of T., 1890-1.
Jules-Henri Poincaré: Estimate of his Scientific Work, R.A.S.C., 1912.
Sir George H. Darwin: Estimate of his Scientific Work, R.A.S.C., 1913.
Evolution of Worlds. Presidential Address, R.A.S.C., 1911.
Discussion of Theories of World Making, R.A.S.C., 1912.

JOHN PATTERSON, B.A., M.A., Physicist with Meteorological Service of Canada, Toronto; nominated by **SIR FREDERICK STUPART, Dr. W. H. ELLIS** and **Dr. E. F. BURTON.**

Mr. Patterson has published the following books or papers:—

On the Change of the Electrical Resistance of Metals when placed in a Magnetic Field. Phil. Mag., June 1902.
On the Electrical Properties of Thin Metal Films. Phil. Mag. Dec., 1902.
On the Ionisation of Air at Different Temperatures and Pressures. Phil. Mag., Aug., 1903.
Simla Seismogram between 1905 and 1908. Mem. Met. Dept., India.
Comparison of the Angström Pyrheliometer and the Callendar Sunshine Recorder, and the Determination of the Proportion of Heat received on a Horizontal Surface from the Diffuse Radiation from the Sky to that received from the Sun. Meteorological Service of Canada, M.S. 50, 1912.
Self Recording Electrometer. Trans. Roy. Soc. of Canada, 3rd Series, Vol. VII, 1913.
General Index to the Publications of the Canadian Institute, 1851-1913. Trans. Can. Inst. Special Volume.
Upper Air Investigations in Canada. Part I. Observations of Registering Balloons, Meteorological Service of Canada, M.S. 51, 1915.
Comparison of the Callendar Sunshine Recorder and the Angström Pyrheliometer. Trans. Roy. Soc. Can., Series III, Vol. X, 1916.
Long Range Forecasting and other Weather Illusions. Jour. Roy. Ast. Soc. of Canada, Sept., 1917.

A. NORMAN SHAW, B.A. (Cantab), D.Sc. (McGill), Lecturer in Physics, Macdonald College, Que.; nominated by **Dr. LOUIS V. KING, Dr. R. F. RUTTAN** and **Dr. JAMES HARKNESS.**

Dr. Shaw has published the following books or papers:—

"A Determination of the Electromotive Force of the Normal Cell in Semi-Absolute Volts," Phil. Trans. Roy. Soc. London, Vol. 214A, pp. 147-198 (1914).
"Interference Phenomena with Gamma Rays," Phil. Mag., Vol. 26, pp. 190-194 (1913).
"On the Charged Surface Layers in Contact Potential Phenomena between Metals," Phil. Mag., Vol. 25, pp. 241-256 (1913).
"Increased Accuracy in the Use of Bifilar Suspensions," Phil. Mag., Vol. 22, pp. 433-447.
"Secondary Cathode Rays from Gases," Trans, Roy. Soc. Can. Vol. IX, pp. 13-16 (1915).
"Improved Methods in Hygrometry," Trans. Roy, Soc. Can., Vol. X, pp. 85-92 (1916), and several others.

***ROBERT MELDRUM STEWART, M.A., F.R.A.S., F.R.A.S.C.,** Astronomer Dominion Observatory; nominated by **SIR FREDERICK STUPART, Dr. J. C. GLASHAN** and **Dr. OTTO KLOTZ.**

Mr. Stewart has published the following books or papers:—

On Excited Radioactivity. Trans. Roy. Soc., Vol. VIII, p. 97.
Time Service at Dominion Observatory. Jour. Roy. Ast. Soc., Vol. I, p. 85.
A Modified Method for Nadir Observations. Jour. Roy. Ast. Soc., Vol. IV, p. 267.
A Theroem in Lead Squares. Jour. Roy. Ast. Soc.,Vol. VII, p. 363.
Clock Synchronization. Jour. Roy. Ast. Soc., Vol. XI, p. 232.

JOHN BISHOP TINGLE, A.B., Ph.D. (Munich); nominated by **Dr. R. F. RUTTAN, Col. W. R. LANG** and **Dr. FRANK T. SHUTT.**

Dr. Tingle has published the following books or papers:—

Numerous papers on Camphor Oxalic Acid derivatives.
Papers on Phthalamic Acids; Nitration of Acylamines; Acylphenols. These papers have been published in the American Chemical Journal and in Journal American Chemical Society.

*Renewal of candidature.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36277

The Royal Society of Canada

Ottawa, March 1st 1918

The Honorary Treasurer of The Royal Society of Canada presents his Compliments to

Hon. W. L. MacKenzie King, C.M.G.

and will be obliged by a remittance of Five Dollars, the amount of the Annual Contribution which became due on the first day of the last May Meeting.

Roxborough Apartments,

O T T A W A.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, March 14, 1918.

The Honorary Treasurer,
The Royal Society of Canada,
Ottawa.

Dear Sir:

By direction of Mr. Mackenzie King, I enclose herewith his cheque for Five Dollars, being the amount of his annual contribution to the Royal Society of Canada, which became due on the first day of the last May meeting.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36279

Los Angeles Calif.
Feb - 17th '18

Mrs W. L. M. King,
The Roxborough,
Ottawa,
Ontario,
Canada.

Dear Sir:-

I am making an appeal to you, asking you to use your influence (which is strong, I understand) in what ever way and direction that would be most effectual in behalf of our grand and

if you could exercise your influence and efforts in that direction believe it would be the factor to produce the desired results, namely, his liberty, without having to consult small people with political asperations.

Trusting you will be able to give this your immediate attention, for remember, a grand soul is wasting away behind prison walls, every day he remains there I am, Most Sincerely

5856 - Harold Way. Mrs J. H. Ruff.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Noble sponsor of labors cause in this country who is forced by capitalistic greed to spend the best part of his noble life in prison at San Quentin California, I am writing you in behalf of Mr John Joseph McNamara. You no doubt are familiar with all the facts of the case and therefore know that he was subject for parole in Aug - 1916 - but owing to additional indictments hanging here in Los Angeles, the prison board refused to consider his application for parole until these indictments are set aside District Attorney Woolwine has aspirations for the Governorship of the State, therefore, has not acted upon above mentioned indictments as yet,
The United States Steel Trust is all that stands between this man and his liberty,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, February 28, 1918.

Mrs. J. H. Ruff,
8856 Harold Way,
Los Angeles, California.

Dear Madam:

I have received your letter of the 17th instant.

By the same mail I received communications, of two days earlier date, from the person to whom your letter refers. I wish, when you next see him, you would let him know that his letters have been received, and communicate to him the substance of what I am writing as an answer to these letters.

Perhaps, too, you would be able to explain to him, better than I can by direct communication, that in my endeavour to meet his wishes I have found my position somewhat embarrassing. I am in no way either directly or indirectly connected with the interest which is the one on behalf of which action is desired, and while it might appear that I had an influence, it is only in appearance that this influence exists. I have tried to see the one person desired for direct conference, on the one or two occasions I have been in New York, but have thus far been unsuccessful. It might seem that I could have effected this end through other parties, but there are reasons obvious enough which make this impossible. I shall continue to endeavour

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

to do whatever I can in a direct way, but there is no other way in which I can hope to be of service; and having no influence apart from what may result from a personal conversation, I confess I am not over-sanguine about the service it may be possible for me to render. This is a very difficult matter to correspond about, and being a citizen of another country makes it still more difficult for me to render the kind of personal service I should like to be capable of.
I can only promise to make the effort of securing a direct interview, and this I shall do the next time I am in New York.
I need not add that for the sympathy I feel for the one of whom you have written, I should be grateful indeed for anything that it might be possible for me to do on his behalf.

Yours very truly,

W L MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36283

"INDUSTRY AND HUMANITY"
MR. KING'S WAR SERVICE

November 9, 1918

Mr. B. K. Sandwell,
Room 30, Board of Trade Building,
Montreal, Canada.

My dear Mr. Sandwell:

Thomas Allen of Toronto has mentioned in a letter to me that you had been kind enough to say you would have some reference to my forthcoming book, "Industry and Humanity", made in the first issue of the new magazine entitled "The Canadian Bookman".

I need not say the pleasure it gives me to know that the Canadian public will receive its impression of this volume on industrial reconstruction through the medium of one who I know will view it sympathetically, for the sake of Auld Lang Syne, if for no other reason. I trust, however, you will find something in the book deserving of your favorable comment. Though I might have gone wide afield for concrete illustrations of the principles set forth, I have sought to give the book a Canadian imprint throughout by referring ~~only~~ mainly to Canadian problems with which I have had first-hand contact. I have felt that if the book had any value at all as a contribution to the literature on Government in Industry, I should like that contribution to be one identified with our country. I have felt so strongly the fundamental sameness of the problems of international relations and industrial relations, of international peace and industrial peace, that I believed my greatest war time service would be to take full advantage of the special opportunity I had of making a comprehensive study of industrial relations and outlining principles which would have an application in the industrial and international arenas in the days of reconstruction.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. Allen has written me that he will see that you are supplied with a copy of the book just as soon as it appears. This letter is only to say how much I appreciate your willingness to give its contents a place in "The Canadian Bookman".

Will you please see that I am put among the number of the first subscribers to this new publication, for the success of which I send sincerest wishes.

With kindest remembrances, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY" V

36285

Canadian Bookman

45 St. Alexander Street,
MONTREAL, Canada

Nov. 13, 1918.

W. L. Mackenzie King
The Brown Palace Hotel
Denver Col.

Dear Mr. King:

Your letter of November 9th is very gratifying to me but I must ~~hesitate~~ to assure you that your volume "Industry & Humanity" will probably be reviewed for the Canadian Bookman by somebody much more competent to judge of its merits than myself, as I am only the general editor. However, if the review is favorable, as I have no doubt it will be, I will see that it gets a first class position at the very beginning of the number.

I am very glad to have your support in the shape of a subscription, but I hesitate to put you on our list with no other address than the Brown Palace Hotel. Will you drop me a line and tell me if that is a permanent address?

Yours truly,

BKS/WM

(B. K. Sandwell).

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."

36286

November 17, 1918

Mr. B. K. Sandwell,
The Canadian Bookman,
45 St. Alexander Street,
Montreal, Que., Canada.

Dear Mr. Sandwell:

Many thanks for your kind letter of the 13th instant, just received. I much appreciate your good offices as promised with respect to my forthcoming book.

My address is The Roxborough, Ottawa. Though business engagements have brought me considerably to this side of the line, I have never given up Ottawa as my place of residence since I first went to the city nearly twenty years ago. I hope that some time when you are in the Capital, you will let me know, that we may have the pleasure of a talk together.

With kind regards, Believe me,

Yours sincerely,
WLMK.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."

36287

The Roxborough,
Ottawa, December 17, 1918

Mr. Roger L. Scaife,
The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Mr. Scaife:

I have delayed until my return to Ottawa the acknowledgment of your letter of December 4, which was forwarded to me to Toronto.

I managed to receive, while in Toronto, a copy of the Canadian edition of my book, at the Customs office, when the box was being transferred to the publisher. I did not receive the advance copies of "Industry and Humanity" until I reached here last Friday.

I should like to say how greatly delighted I am with the appearance and make-up of the book. The mechanical details in every particular have been carried out to my satisfaction, and I should like to express to you personally, as well as to others who have been associated with you in the manufacture of the book, something of the appreciation I feel of the care you have exercised with respect to every phase of the make-up.

I have realized all along that the responsibility for any delay in publication was wholly mine, in that it was not possible for me to have the manuscript in your hands at the time originally promised. Considering what was necessary in the way of the reproduction of the charts, corrections, readjustments, etc., I think the work was executed with real expedition. For many reasons, I should have been pleased if it could have come out just a month earlier. It would then have been in better shape for the Christmas sales. However, I hope that the book has some of the permanent value with which you so kindly credit it, and that in the course of the new year it may be possible to further its sales to a considerable extent. I am sure you will agree that we have hit upon the psychological moment for a work of the kind. If by any chance you have had opportunity of perusing its pages, I am sure you will feel that the close

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

relation of the contents to the fundamental features of the War, and to the problems of reconstruction with which the countries of the world are at present confronted, helps to make the moment of its publication very opportune.

I expect to be in Boston some time within the next fortnight, and shall hope to have the pleasure of thanking you in person for your kind interest and assistance in the manufacture and publication of the book.

With the season's best greetings, Believe me,

Yours very truly,

WLMIC

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

FHS/ML

36289

CANADA

DEPARTMENT OF
SOLDIERS' CIVIL RE-ESTABLISHMENT

INVALIDED SOLDIERS' COMMISSION

Ottawa, 1st November, 1918

My dear King:-

In connection with my recent appointment as Assistant Deputy Minister of the Department of Soldiers' Civil Re-Establishment, the Civil Service Commission now require that I should furnish the names of three referees as to my character. I have taken the liberty of putting you down as one of these. You will, doubtless, hear from the Civil Service Commission on the matter.

Thanking you in anticipation for the trouble I am causing you,

I am,

Yours sincerely,

E.H. Hammell

The Hon. W.L. MacKenzie King,
The Roxborough Apartments,
OTTAWA.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

November 6, 1918

Mr. E. H. Scammell,
Assistant Deputy Minister
Department of Soldiers' Civil Re-Establishment,
Ottawa, Canada.

My dear Scammell:

I much appreciate the evidence of your confidence and friendship in having furnished my name to the Civil Service Commission as one of three to be referred to in the event of the Commission desiring an expression of opinion as to your character.

I fear I do not know it as well as I should, for up to the present I have been unable to discover any flaws excepting a little wavering in faith at the time of the Reciprocity and Unionist campaigns. However, those are minor details, and will probably be regarded as outstanding virtues by members of the Commission. Be assured, therefore, that if appealed to by the Civil Service Commission I shall be glad to express my opinion, as they do at Harvard with examination papers, by putting you in the A-1 class.

Again let me say how much pleasure your appointment as Assistant Deputy Minister has given me. You possess the right attitude and kind of sympathy necessary for this important position, as well as the ability to discharge its obligations with credit to yourself and the country. I can only wish you the widest measure of possible service.

With kind regards, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36291

November 9, 1918

Mr. E. H. Scammell,
Assistant Deputy Minister,
Department of Soldiers' Civil Re-Establishment,
Ottawa, Canada.

My dear Scammell:

I enclose a copy of a communication I have sent to the Secretary of the Civil Service Commission.

If you wish anything added, please let me know!

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Brown Palace Hotel,
Denver, Colorado, November 9, 1918

Mr. William Foran,
Secretary, Civil Service Commission,
Ottawa, Canada.

Dear Sir:

Replying to your letter of the 4th instant, may I say that I have no hesitation whatever in mentioning that in my opinion, as to character and habits, Mr. E. H. Scammell is in every way duly qualified for such a position as that of Assistant Deputy Minister and Secretary of the Department of Soldiers' Civil Re-Establishment.

I regard Mr. Scammell as possessing a character of the highest integrity, and as certain to be thoroughly trustworthy, conscientious, faithful and reliable in the performance of any responsible duties he may assume. His habits are of the exemplary kind which win for him the admiration and respect of those with whom he is brought into contact. I think the Civil Service is fortunate in obtaining for a Department such as that of Soldiers' Civil Re-Establishment a man possessing the high and unselfish purpose which underlies all Mr. Scammell's work.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36293

DEPARTMENT OF
SOLDIERS' CIVIL RE-ESTABLISHMENT

INVALIDED SOLDIERS' COMMISSION

CANADA

Ottawa, 26th November, 1918.

My dear King:-

Very many thanks for your more than kind letter of the 6th instant. I have now received the official notification from the Civil Service Commission that my appointment has gone through and I have now to take the oath of allegiance, which I think I probably can do without perjuring my soul.

It is probably a good thing that you do not know me any better, or you would doubtless find numerous other flaws beyond those which you have noted, I could probably refer to some people who think there are a great many. Please let me know when you are again in Ottawa and we will then arrange to have a little time together.

Yours sincerely,

E.R. Chamberlin

The Hon. W. L. Mackenzie King,
The Brown Palace Hotel,
Denver, Colo.
U.S.A.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

PHONE 193

36294

OFFICE, TOWN HALL

WATER AND LIGHT COMMISSIONERS

OPERATING

WATER, GAS AND ELECTRIC DEPARTMENTS

C. W. SCHIEDEL,
SEC'Y-TREAS. & MANAGER

WATERLOO, ONTARIO Feb.8/18.

Hon. W.L.M.King,

Ottawa Ont.

Dear Mr. King;

I had intended writing you some time ago but kept putting it off until to-day having a little spare time,I decided to get at it.

I noticed the report in the papers of the death of your mother and tender you my sympathy in the loss you have sustained,I know what it means as I lost my own mother a few years ago.

I also wish to express my regret at the defeat you suffered in North York in the general elections in December

I was in hopes you would be elected,and that Sir Wilfrid would be able to have a majority in the house in order to be at the head of affairs again in Canada.

In North Waterloo we were successful in electing Mr. Euler,but unfortunately this will not help us much, however I am in hopes things will improve as time goeson.

I noticed an article in the papers that there is a possibility of your getting one of Mr. Lemieux seats, and hope this will be brought about,so that you can be of assiistanceto Sir Wilfrid,and eventually take his place as leader and Premier of this country.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have from the beginning of your public career, been of the opinion that it is but a matter of time when you will occupy the position of Premier of Canada.

With best wishes from Mrs. Schiedel and myself I remain

Yours very truly

C. D. Schiedel

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36296

The Roxborough,
Ottawa, February 11, 1918.

Dear Mr. Schiedel:

It is very kind of you to have written me such a generous and appreciative letter, and I thank you sincerely for all that it expresses in sympathy and good-will.

The loss of my mother is indeed a very great bereavement. In comparison, other events seem insignificant. Since the war commenced, I have lost also my father and eldest sister, and as my only remaining brother and sister have families of their own, these changes have made quite a difference in my life. I realize that it is but a part of the lot of all mankind, and am seeking to make the adjustments which these sad events have rendered necessary.

The elections were disappointing, more in the nature of the campaign than in the results. It was inevitable, once the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

War-Time Elections Act had passed the House of Commons, that the old party should be returned. The accession of a few Liberals to their ranks made the result still more certain in that direction. I had hardly anticipated anything quite so bigotted, however, as the campaign of race and religion which we witnessed in Ontario. It is to be hoped that this war may perhaps enlarge the sense of brotherhood which all men should have, and that with the return of the soldiers from the front we will have a truer democracy.

With kind remembrances to Mrs. Schiedel and yourself, and with renewed thanks for your letter, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. C. T. Schiedel,
Sec'y.Treas., and Manager.
Water, Gas & Electric Departments,
Waterloo, Ontario.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, January 17, 1918.

Mr. Duncan Campbell Scott,
Booth Building,
Ottawa.

Dear Mr. Scott:

I enclose the memorandum of which I spoke in conversation with you over the phone this morning, and which gives particulars that it may be well for members of the Government to have in support of the memorial to the Government for a pension to Mrs. Campbell which the Council of the Royal Society is about to present.

No attempt has been made in this memorandum to estimate Dr. Campbell's services to literature, or to present the claim made on behalf of his widow for recognition on that ground. Such reference, if it is to be made at all, would appropriately come in the letter of the Royal Society. I understand that Mr. Lighthall has in mind writing some such appreciation himself. If so, might it not serve a useful purpose to have it embodied in the letter being sent by the Society to the Government.

Please let me know if there is any further possible service I can render in helping to insure a favorable reception of the memorial on the part of the Government. Also, if convenient, I should be obliged if you would let me have a copy of the memorial itself and of any acknowledgment from the Government at the time of its receipt. So far as it can be done without unnecessary intruding, I am seeking, as one of Campbell's friends, to take a sort of supervision over some of Mrs. Campbell's affairs, pending the return of her son, Basil, from France. It will assist me, in knowing what further steps it may be necessary to take, to hear at the earliest opportunity of what, if anything, the Government may undertake to do.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

PRIVATE and
CONFIDENTIAL

Memorandum in support of a Memorial to the Government of Canada for a Pension to the Widow of the late William Wilfred Campbell, LL.D.

The late William Wilfred Campbell entered the Civil Service of Canada in July, 1893, at the age of 32, as a clerk in the Militia Department at $1100 a year. During the fifteen years intervening between that time and the time at which he entered the Dominion Archives, in August 1908, he was in the Secretary of State's Department, and the Privy Council Office. His salary during that period of fifteen years was not increased beyond $400. He was receiving $1500 as a clerk in the Privy Council at the time of his transfer, which amount was increased to $1600 after becoming attached to the Archives. Since then his pay was advanced by the usual annual increments to $2050, from the 1st July, 1917. At the time of his death he was acting as historian to the Imperial Munitions Board, having been loaned temporarily by the Archives to the Board for that purpose.

It will be apparent that during the twenty-five years spent in the public service of Canada, Dr. Campbell was not in a position to save any monies out of his salary as a civil servant. So far as finances were concerned, his life was one bitter struggle against adverse circumstances. Though his writings brought him a wide reputation as an author and a poet, and helped to give Canadian National Literature the place it holds in the world to-day, they contributed very little to his income.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

On the other hand, he was not without heavy domestic obligations. In addition to his wife and four children, he supported, most of his married life, his wife's mother, and during recent years, four young grandchildren, the offspring of an unfortunate marriage by one of his daughters. These children he and Mrs. Campbell brought and kept in their own home, and they are part of an obligation Mrs. Campbell will have to continue to meet, aided only by their mother, whose total income for the support of her family and herself, apart from what she is able to earn through chance employment, is $20.00 a month.

To make provision for the upbringing of these fatherless children, and their mother, Dr. Campbell secured a small property at City View, on the outskirts of Ottawa, to which he moved a few years ago. This property he was paying for in instalments at the time of his death. With the assistance of friends, he had been able to make payments totalling $2000, but a sum amounting to over $1500 is still outstanding, and is covered by a mortgage. When the expenses of his funeral are met, the amount remaining out of the insurance on his life will barely exceed $1,000, and, saving the monies which have come to Mrs. Campbell since his death from the branches of the public service with which he was connected, she is possessed of nothing wherewith to meet her future needs, and the needs of those dependent on her. An examination of Dr. Campbell's affairs

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

discloses the further circumstance that at the time of his death, he was owing, in addition to the outstanding amount on the property purchased, debts to an amount of about $1200. The only son, Basil, has been serving with the Canadian Forces in France since the outbreak of the war, and Mrs. Campbell is without anyone on whom she can definitely count for assistance either at the present time or in the future. She is now 54 years of age, and in a condition of health which reveals something of the long struggle against adversity which she also has had to endure.

It is believed that, in all the circumstances, the Government would be more than justified in recognizing the services to Canada and the British Empire of one whose verse and prose has shed lustre around the name of our country, by granting to his widow a pension which will be the means of relieving her in her present distress, and safeguarding her in coming years against still further adversity. The state to-day is generously providing for the widows of men whose lives have been given on the field of battle in their country's service. These very men, could their voices be heard, would be the first to proclaim the justice of a like provision for the widow of one whose life was dedicated, as few lives have ever been, to the service of Canada and the furthering of British ideals.

This claim to some financial recognition by the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Government of Canada might further be urged on the ground that, during the twenty-five years of his time in the public service, a percentage of Dr. Campbell's salary was withheld as a contribution to a Superannuation Fund of which, had he lived a little longer, he and his wife would have become the beneficiaries. No portion of that benefit was enjoyed by either of them. During Dr. Campbell's life-time, the Dominion Treasury had its revenues supplemented by these annual deductions, but under the law as it stands, his widow derives no benefit from them, now that he is gone.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

36303

The Roxborough,
Ottawa, January 19, 1918.

Mr. Duncan Campbell Scott,
Booth Building,
Ottawa.

Dear Mr. Scott:

I have just learned that in the case of the late historian, William Kingsford, who was, if I mistake not, also a member of the Royal Society, the Government of Canada voted a pension of $900.00 to his widow. This is a precedent which might be made of service in connection with the memorial for a pension to Campbell's widow, which the Royal Society is presenting.

In case you may not have recalled the circumstance, I thought it well to bring it to your notice.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36304

THE ROYAL SOCIETY OF CANADA
OTTAWA

January 22nd, 1918.

Dear Mr. King -

I have to thank you for your letter of January 17th with enclosure. I am sending you herewith copy of the letter from our President to the Rt. Hon. the Prime Minister, and I shall forward to you any reply that is made to it. Early in the week I will go in to see Mr. Boville, and I think I will leave with him for Sir Thomas White's information your memorandum on the financial position of Dr. Campbell's family.

All the influence we can bring to bear upon individual members of the cabinet will be useful.

Yours sincerely,

Duncan C. Scott

Honorary Secretary.

Hon. W. L. MacKenzie King, F.R.S.C.,
The Roxborough,
Ottawa, Ont.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36305

January 16th. 1918.

Sir,

At a special meeting of the Council of The Royal Society of Canada on January 15th., it was unanimously resolved that the Council would recommend to the Government the propriety of granting an annuity to the widow of the late Dr. William Wilfred Campbell. Dr. Campbell's position as one of our foremost literary men was widely recognized. His work is animated by the highest ideals, and has thus been of great value to our nation. Dr. Campbell had come to be recognized, not only in Canada but in Great Britain and the overseas Dominions, as the mouth-piece of Canadian ideals of empire, and loyalty to the British crown and institutions. Since the outbreak of war in 1914 his pen was ever ready to support the cause of the Allies and our own participation in the war.

Rt. Hon. Sir Robert L. Borden, P.C., G.C.M.G.,
Prime Minister of Canada,
Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Dr. Campbell has left his family in straitened circumstances, and taking all the facts into consideration Council decided to make this representation to the Government. The case is an exceptional one and we would most cordially recommend it for favourable consideration.

Yours faithfully,

(Sgd) W. D. Lighthall.

President.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, January 23, 1918.

Mr. Duncan Campbell Scott,
Honorary Secretary, The Royal Society of Canada,
Ottawa.

Dear Mr. Scott:

I thank you for your letter of the 22nd instant and the enclosed copy of the letter from President Lighthall to Sir Robert Borden. Let me also thank you for your kindness in promising to let me have a copy of any reply that may be made to it.

I spoke with Sir Robert Borden a day or two ago, and Sir Robert told me there was a committee of Council to which the matter would be referred. I did not care to ask who the members of this committee were, but I judged that the Minister of Finance is certain to be on. Perhaps Mr. Boville would let you know who the others are, in which event we might give special attention to these members in any representations it may be possible to have made from influential quarters.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36308

THE ROYAL SOCIETY OF CANADA
OTTAWA

January 25th, 1918.

Dear Mr. King -

I am sending you herewith a copy of the Prime Minister's reply to our President's letter. This morning I called upon Mr. Boville and left him the letter and the confidential memorandum. I asked him who were on the committee to which the Prime Minister referred, but he said that he did not know of any special committee and thought that it was the usual Treasury Board committee that dealt with the estimates. He said that he had heard the matter discussed favourably. I mentioned the precedent that exists in the late Mrs. Kingsford's annuity and he took a note of it.

Encl.

Yours sincerely,

Duncan C. Scott

Honorary Secretary.

Hon. W. L. MacKenzie King, F.R.S.C.,
The Roxborough Apartments,
Ottawa, Ont.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

C O P Y. 36309

Prime Minister's Office.

Ottawa, Ont., January 24th,1918.

Dear Mr. Lighthall -

Your letter of the 16th instant is before me and I am commending to the consideration of a Special Committee of the Cabinet which deals with such matters, your suggestion regarding an annuity to the widow of the late Dr. William Wilfred Campbell.

Yours faithfully,

(SGD) R. L. Borden.

W. D. Lighthall, Esqr.,
President,
The Royal Society of Canada,
OTTAWA.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, January 26, 1918.

Mr. Duncan Campbell Scott,
Honorary Secretary, The Royal Society of Canada,
Ottawa.

Dear Mr. Scott:

I thank you for your letter of the 25th instant, just received, with which is enclosed a copy of the Prime Minister's acknowledgment to Mr. Lighthall.

It seems to me that nothing has been left undone which should have been done in this matter, and I think we have reason confidently to expect a favorable consideration of the application which has been made. Should such be the result, I know how genuinely pleased you will be.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36311

The Roxborough,
Ottawa, February 16, 1918.

Mr. Duncan Campbell Scott,
Booth Building,
Ottawa.

Dear Sir:

As requested by you of Mr. Mackenzie King, and at Mr. King's direction, I send you herewith a copy of the memorandum prepared in support of the memorial recently presented to the Government of Canada in the interests of the widow of the late Wilfred Campbell.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Thursday or Friday —
Any work —
This year —

Hello Central! — Please give me the Kopboroughs
Yes. — The Kopboroughs, - you know the
number. Is that.....? © i.t is? —
Thank you. — Mr. & Mrs Kenzie King....
No. No one else. Yes. The Hon Mackenzie
King. Yes. There is only one. —
© he is in! ?..... © he is? — Busy?
— Rather important. Yes..... That is
strong coming for Central. Somebody is
thinking of the time! How cheerful! —
No - I did'nt - mind it at all. I mean.
Are you tha- ah?..... © it is Mr King
speaking! — Oh! — They do-me!
I - I mean..... Yes. T. J. R. N. A.
T.H..... You know! no I don't think
my voice is different. but I wish it were —
like Annie Laurie. Low and sweet. —
— but not Too sweet —. I know a woman
whose voice is just like syrup being
poured out of a cut glass jug. — That's
what I mean - Too sweet! You know the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

kind. Go - tell it Ottawa. - Long
distance. Embarrassment.? - A cloud.
Rubbers. Do I tell it or anything.
Everything is lovely in the garden. -
Why dice I ring up? - Just a
mad impulse. Julie is not a real
regular mind - like - like yours for
instance. - Yes, I said like yours,
Yes yours = ... It is .....
Why argue then? The fairies gave it
to you at your christening I fancy. -
- or perhaps you achieved it? -
- -. Not really!!! - Of course
I fancy up for some reason - ! When
you talk that way it scatters my
ideas - (yes I said ideas,) -
to the winds of Heaven. - Can't you
guess? .... Just to tell you how much
I loved your book. - It is a
Wonder-book! - - - It is like an
extra light in this "naughty world"
as Shakespeare calls it. - Do I

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

don't understand all of it. — Leo would correct. But I felt all that was intended for me. — I think it is inspired here and there ——— If they would only take it to heart. — This great capitalists — and the men who are "criminally rich" — and the heads of great Houses — I think it would make the world happier. — But you have lit a dummy candle — and so one shall blow it out. ———.....

No — they are not home yet. —

— Yes — a long, long trail .....

Leo has with his joint Battery to each vote Cologne that day of Victory — in his name ——— He went through all the hard fighting from April to November — with his very last day — with his seven Sportsmen — and he lives to tell the tale. Wonderful! Gods Mercy — don't you think? = (Yes certain — dear — I know it's more than three minutes.) — au revoir! — We have had a lovely talk! — Ottawa? — In 100 or 101 week perhaps. Au revoir!

L.B.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

-and write in New York
perhaps. - I have a
letter in my mind
that keeps me awake
telling me to turn it-
but I fear very lazy-
— till good tomorrow

Y.S.

314 Jarvis Street
Tuesday.

So glad you are safely
home! — Did you see
Jos. the little clipping
I sent re a fort of wild
fowl chase to find you?
— I had rather a
time finding any address
- but I'm sure this
one interesting clipping
I sent - & the Vagar
one, once took a chance

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36316

— to — I was asking
I told —. — As
I had had no telegrams - I am sure
from you. I can only
think also: — Per-
haps you left by mis-
understanding — or
else you are
— sorry in Rome after
quite a long time in
the very front line.

Then Quebec — as the
last I saw it. Then
I left Montreal for
Ottawa. I was in the
office — I
Then —
Ottawa [illegible] I
[illegible] office again. Then
[illegible] — I
[illegible] —
[illegible] —
[illegible] —

36317

314 Jarvis Street
Toronto

January 2nd 1918.

This is only a word or two to say I remembered you very often during those last days of this year. I knew what lonely days they would be. — May the new year be kind to you in every way.

Thank you for all your

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

good wishes for me. — I
was like you to speak of
my stories, - but I shall
always feel that they had
more honour than they
deserved in being read by
those you loved.

Write to me when you can
- I will look for the letter.
By way of a new year card
I am sending you a picture
taken lately for a magazine
- I am afraid it is not.

Very truly
wonderfully
is a chance
to

Friend

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36319

314 JARVIS STREET
TORONTO

Thursday

Dear Leonard! —

Whether Hal pleases you or not. — your letter has decidedly pleased me. — How did you know his courage & will? Tell me if I was not right in what I was going to say another time? P.S.

Jessie phoned. Rec'd. Flowers. Grace was in Hope you are better.

It were only possible to raise our army as he suggests! — — Of course Hal's action toward Labour Union — Even on his enlistment followed Hal's pipes & deed — — but he is only one man — and cannot decide for regard. That strange deception and charm that is so compelling — and he is old and must be very weary of public strife. — I'll counsel understand when he can do — Why others have left Hal

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

across the copy anyway 36320 It is in a little red book of Canadian letters. There it is Champney placed beside Stephen Leacock and quite near Arthur Conan Doyle. I wish I could get it in time for you to read! But I know I should have the right place. — Probably it was a happy accident of the compositor who called Mrs Hart.

— Now it is at an answer to your letter. — I only wanted to tell you in a hurry, how I loved Mrs Grace with which you took what — for want of a better word — is called

Fortune has many kisses
up. — But this day
for me was filled with
Run a perfect
Champney. My
grandsons. —
on all-your absence
-ence it has
astonishment - I
has come to you
Mrs Grace - My
interests
as Prime Minister
Paul. Question
to tell you
Mrs Hart. I
Mrs Grace. Recall
and food faith in
Do I hear
I do not want

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

me to remember the Lands playing and the Flags flying and the boys singing — and all the glorious news of G. L. to them - I would not be ever stopping about him. Of course I went. But it seemed how I could only see his beautiful young face. — Then to go back to the Hotel afterwards — Can you feel as what it was like, — I know you can. — Then I go home on Wednesday, and Mon Jr went on Thursday from Exhibition Camp. He is a little older than Terry, but it was not easy to see him go. He had been kept at Ballying, and doing school work and had been nice to get over. — I must not forget not that they have taken a

I suppose I will be in Ottawa next week — but on Parliament - I don't know if I will. Politics are always interesting, but I do not dwell much on such things. = Well - I suppose I will be back in Ottawa

February 18 1915

Do you know I am all alone in the House! The two Hall Porters are here, but down in their own rooms (by this time probably asleep). The Medicine Man" is in Ottawa for a few days. Rowe is out; and may not be home until the small hours. Since he came back from France he does not seem to regard the night as a time when people

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

chorus sleep. Over There 36327 They
slept. Where and When they could
without the ceremony of going to
bed. — That is, for the most part.
He tells me they carried on,
and good night to the market
Century — and that was about
all!" Fifteen months — (to the
equal fifteen months all but one
day — day counts there) of that,
space Paris a regular night-hash.
— I found Paris stretch a real
answer to your letter; for I did so
love it — but I have been on a
great tension for a good while.
Terry and 'dear Jim' have
both gone overseas, and you had

that. Their mind
for ever upon
their work.

I have been with Terry
a month — and a fortnight ago
I knew about to Boulogne and
Etaples with the Royal Artillery
for the first time. He was
the two days, with Terry. Of course
he two days, with Terry. I felt still there.
He two. one can
a way. I
Boulogne Harbour
resting against
ever one
his O. C. and
and equal with
that Mrs Thompson
station and to

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

and ruin of Her dear old Netherlands.
This long letter must have been so filled with Loveness for you. - I put a little picture out of one of Her papers - a picture of your Brother. It was so beautiful when on Her way to Belgium - that I wanted to keep it. — I was sorry afterwards that I had not found courage to go with Ed Rogers that day — You know I went down quite intending to go with Ed Cherrier — then thought perhaps our near friends and relatives would be there - as their I heard, had been Her wish. - I walked up the street unconsciously - and as I came back saw you. In a moment in passing. Never quite forget me and send me a letter soon dear Lucy from

36323

314 JARVIS STREET.
TORONTO

regret it. — Some day I would like to give you a picture of Terry that was taken just before he left. - It seems to me there is an expression on his face very typical of our own Canadian Soldiers. It is that - young clear-eyed dauntless look - that one sees on every side. - It stops this Spirit and ends a thrill in the heart. — Yet it is an agony also —. That then should be this touch of Young Life — and that they should go so gladly — Yours ever, as

W. L. Mackenzie King Papers
Volume 41
PUBLIC ARCHIVES PUBLIQUES
CANADA

dear — & I should say yes everyone! — an indescribable feeling of joy in them — mingled with pity —— : You see how I think of you — just what is experienced in my mind, because I always feel that you want my thoughts Lady way.

Because I have been thinking about you & Ian; and wondering all sorts of things! Have you not now and then received a kind of "Marconi" from me? —

Are you working at your book? And have you been taking any flying trips any where & written them? — Or are you

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

the returning officers tell me he has done well. He was cool through the fighting at the very front with the French Canadians. His command gave proof after proof of his coolness. Also he was recommended by his Generals for his "Military Cross". In September he was as they gradually put it, "blown up by a "high-bang" — bursting shell. Carried up injured — "Lord Jim" is after over seas with the Royal Garrison Artillery - having recently got his commission — 2nd Lt. He has been among the

36325 S

December 23rd/18.

A Brother of the Sphinx.

Ave Hail! —

Are you for Lost in your own reflections, — too deeply lifted on some weighty problem, to remember my existence? — Alack! I seem to have been dropped into oblivion! — But I

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

simply refuse to stay there;
leave this cable. — I
have thought sometimes —
seriously — that you were not
very good friends with me
any more? — It is indeed
sadly possible that I might
have done any one of a
number of things that would
cause you to doubt a blue
line through my name. I
like you I had a positive
talent for doing the wrong
thing — But I hope I

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have no idea where you are — O Wanderer! but doubtless in time all letters overtake you —.

Wherever this — au revoir! ance as they say at Christmas in Chance — "May your trails be short" Roads & a thousand joys!

Sincerely Yours
Virginia Heard

fortunate — I know well why through all the unescaped years of the war. —

But I have felt for many letters back yet. Paul is in command pro. tem. of the Branch of the Royal Canadian Regiment at St. John N.B. He seems too young to have that responsibility. He was taken quite ill on the voyage in the fall after this train back in France, &

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36328

has been stationed here.
Just enough I can close.
Have you seen John W.
Garvin's new Life Book
of Canadian War Poems?
— I have nothing
coming out very soon —
though I hope a slender
book will appear next
year. — I will ask
you to answer
this, — as indeed I
know you have your answer
if you received it & your
own decision. — W. L. M.
Lieut. Col. J. Sutherland Brown
Ottawa — Dear Sutherland:
I am to be in Ottawa
Thursday — for
I have
& Powell

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36329

441 Elgin St
May 18th /18

Dear Mrs. King -

You will be glad to know that my transfer to the Invalided Soldiers' Commission is already under way. It is a Department I have always been deeply interested in, and I hope to

prove that I merit in a measure at least the trust that is being placed in my ability. I thank you most heartily for your kindness so promptly given - There is a saying, I believe, that he who gives quickly gives twice, and I fancy the same maybe said with regard to deeds - Certain it is that there are several good deeds accomplished in effecting

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36330

my transfer - the least being
my peace of mind -

Again with many thanks,

Yours sincerely

Edna Mc. Shearman

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 21, 1918.

Miss Edna M. Shearman,
441 Elgin Street,
Ottawa.

Dear Miss Shearman:

I thank you for your very kind note just received.

I feel your transfer to the Invalided Soldiers' Commission will be a good thing for the Commission and the soldiers. If it is also pleasing to yourself, that certainly makes it satisfactory all round.

I think you will find the men connected with this Department earnest and energetic in their work. Mr. Scammell particularly is a man of fine purpose, and I am glad to have placed him under some little obligation to me by telling him of the possibility of securing you for his branch.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36332

October 25th

Dear Mr King,

Very many thanks for the lovely flowers. I appreciate very much the kind thought and message. I am making good progress - I have been down stairs for the afternoons since Saturday and hope to be out soon.

Very sincerely
Edna Shearman

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36333

W. MORGAN SHUSTER
PRESIDENT

THE CENTURY CO.
353 FOURTH AVENUE
NEW YORK

February 27th, 1918.

My dear Mr. King:

I take great pleasure in sending you by the same mail a copy of my book on Persia. I trust you will find time to look into the last three or four chapters at any rate, as several of the points mentioned therein have cleared up since the present war began.

I wrote Cann that I looked forward to your next visit here and that I hoped he would be able to come with you. I think that if you persuade him hard enough he will come.

I sincerely hope to see sometime soon a portion of your book,* and I by no means relinquish my very earnest desire that you should let us publish it for you.

With kindest regards, I am

Sincerely yours,

W. Morgan Shuster

W. L. Mackenzie King, Esq.,
Roxborough, Ottawa.

* we honorably repulse the intimate that Mr. Macmillen's imprinting on stern book mean more than Hon. Century imprint. H. Togo.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."

36334

The Roxborough,
Ottawa, February 28, 1918.

Mr. W. Morgan Shuster,
The Century Company,
354 Madison Avenue,
New York.

My dear Mr. Shuster:

I must apologize for having retained for the length of time I have, the article by Herbert Adams Gibbons, entitled "The Challenge to European Eminent Domain", which you kindly allowed me to have on the day of my meeting with you. I had not an opportunity of reading the article while in New York, and since my return to Ottawa have unavoidably been drawn into a number of matters which have left me no time for reading.

This morning, however, I made the reading of Mr. Gibbons' article the first duty of the day, and I have just concluded the reading, which I have found illuminating and full of vision throughout. Far from regarding the article as one ahead of the times, as respects the opportuneness of its publication at the present moment, I am inclined to feel its merit lies in the appositeness of its theme to existing world conditions. It seems to me that Mr. Gibbons is entirely right in his point of view. There are practical considerations in the light of which all theories must be adjusted and applied, but his willingness to follow a fundamentally sound principle to its final application in world affairs is surely the right attitude to be taken towards the problems which have been thrown into the world's melting-pot by the exigencies of the world war. It is only through statesmanlike vision of this kind that nations can hope to work their way toward the establishment of Peace on an enduring basis.

I am returning the article with this letter, deeming it wiser to send it in this fashion than under separate cover. Would you kindly, on its receipt, have your secretary drop me a line, as, after having kept it so long, I shall feel a special anxiety until I know it is safely in your hands.

Please allow me again to express to you the pleasure it was to make your acquaintance, and to say how very much I appreciated your cordial hospitality and the conversation we

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

had together. I have seen our mutual friend, Cann, since my return, and both of us found a new and pleasurable interest in talking of you and your work.

I wish also to express my appreciation of the genuine interest you disclosed in the account of the book I have in process of completion. I shall not forget my promise to discuss further the matter of its publication with you before making final arrangements with any other publisher. In justice, however, to the Foundation, I shall certainly wish to be guided to some extent by the wishes of its officers, as well as by what, from the nature of its contents, may seem most expedient and in the interests of the book itself.

With kindest regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"
36336

November 20, 1918

Mr. W. Morgan Shuster,
President, The Century Company,
353 Fourth Avenue,
New York.

My dear Mr. Shuster:

I feel very badly at my treatment of you. In our last talk together, I believe I promised to let you see the manuscript of my forthcoming book, "Industry and Humanity", that you might consider its publication by The Century Company. Circumstances which I have hoped to have an opportunity to explain to you in person made it more or less necessary for me to arrange to have the book brought out by the Houghton Mifflin Company of Boston. Not caring to write on the matter, I have put off from week to week sending any communication, until months have passed and the book itself is about to make its appearance. This letter, therefore, comes as a humble apology for my neglect. As a man of affairs, you will, I know, not misunderstand my apparent neglect, but will believe I am most sincere when I say that the generous interest you exhibited in the little account I gave you of the book would certainly have caused me to submit the manuscript to you had I felt perfectly free in the matter.

I am asking Houghton-Mifflin to send you one of the first copies, which I trust you will accept with my sincere regards and best wishes. I hope you will at least feel a foster parent's interest in this infant, and receive it kindly. Perhaps when you have glanced at its contents, you will be relieved at having escaped the unpleasant task of rejecting the manuscript. If, however, you think otherwise of the book, I shall indeed be happy.

I am hoping that some opportunity may come when our mutual friend Cann and you and I may have an evening

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

together in New York. Cann and I have often wished this might be possible, and I still cherish the hope that some day it may.

With kind remembrances, and renewed thanks for the very cordial welcome you gave me in New York, which I recall always with much pleasure, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36338

The Roxborough,
Ottawa, January 14, 1918.

Hon. Sir Clifford Sifton,
25 Sparks Street,
Ottawa.

My dear Sir Clifford:

You were, I think, a friend of Wilfred Campbell's, and appreciated more than most men the nature of the service Campbell was rendering Canada and the British Empire by his writings in verse and prose. You doubtless know that throughout his life he had a long struggle with adverse circumstances, and you will therefore not be surprised to learn that his widow has been left, not only without means of support, but also with many of his obligations still outstanding.

It has seemed to me and other of Campbell's friends that the Government would be more than justified in voting a small pension to Mrs. Campbell, in view of her husband's services to literature. I believe that a word from you to Sir Robert Borden would go far in helping to insure a favorable consideration of this project, which will be proposed to the Government by a committee of the Royal Society and other of Campbell's friends. My purpose in sending this letter is to ask if you would mind either personally seeing or writing the Prime Minister and giving him your views.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36339

Dominion Assets, Limited

President
Sir Clifford Sifton

P. O. Drawer 559
Ottawa Canada.

January 16, 1918.

W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa, Ontario.

Dear Sir:-

In the absence of Sir Clifford Sifton, I beg to acknowledge receipt of your letter of the 14th instant. In reply would say that Sir Clifford Sifton is at present in England, and I am forwarding your letter to him there.

Yours truly,
E. R. Ramsay
Secretary.

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36340

HYDE PARK HOTEL
KNIGHTSBRIDGE
LONDON, S.W.

TELEGRAMS HIGHCASTE KNIGHTS LONDON
TELEPHONE 1320 KENSINGTON. (20 LINES.)

Febry 10. 1917

My dear King

Yours of 14th has reached me here
& I am very glad to write to
Sir Robert supporting the application
for a small pension to Mrs
Campbell. I think the cultivation
of art & literature is one of the
national necessities of Canada

With kind Regards Yours

Yours faithfully

Wilfrid Laurier

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, March 4, 1918.

Hon. Sir Clifford Sifton,
Hyde Park Hotel,
Knightsbridge,
London, S.W., England.

My dear Sir Clifford:

I have received your kind note of February 10th, and thank you for writing Sir Robert Borden supporting the application for a small pension to Mrs. Campbell.

With kind regards to Lady Sifton and yourself,

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36342

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I am quite well.

~~I have been admitted into hospital.~~

~~{sick / wounded} and am going on well.~~

~~{sick / wounded} and hope to be discharged soon.~~

~~I am being sent down to the base.~~

I have received your {letter dated [illegible] / telegram, / parcel ,,}

~~Letter follows at first opportunity.~~

~~I have received no letter from you {lately. / for a long time.}~~

Signature only } J. Simpson

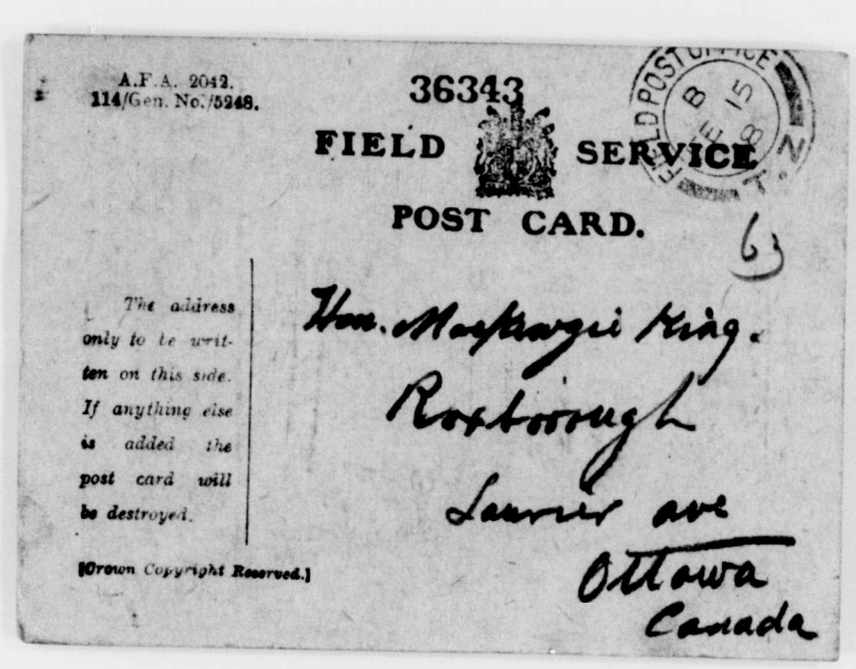
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W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA



A.F.A. 2042.
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36343

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Hon. Mackenzie King.
Roxborough
Laurier ave
Ottawa
Canada

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Somewhere in France 36344

24-3-18

Dear Sir

I now take great pleasure in writing you a few lines thanking you for the card I received some time ago. and to extend to you my deepest sympathy at the loss of your dear mother. unfortunately I have also received word of my dear mothers death. and I assure you I feel it very much, as I only picture her as she kissed me good bye and gave me a mothers blessing. I thought if I could only have been at her burial it would have been a little consolation, but I suppose I am like lots more out here I must just grin and bear.
Well Sir, I am keeping pretty fair myself although I am not as well as I might be as I seem to have a touch of rheumatism in my back but

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

now the good weather is at hand I
wont be so bad, ofcourse if we have
another winter out here I dont know
how it will go with me.
Well sir I would have wrote you
sooner only I was living in hopes
of being granted a compassionate
leave to Canada as my wife made
application for me to get a three
months leave as she has been very
ill since I left and she gave
birth to a son shortly after I left
so the worry of me leaving her, at
such a time especially, seems to
have made her quite ill, and
unfortunately my wife has no relatives
in Canada! therfore she feels very
lonely and discouraged. however her
application was forwarded to England
and I suppose after due consideration
they come to the conclusion I was
not to get leave as every available
man was needed. and they certainly
are at the present minuet. I guess
you are interested in the Getman

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36346

offensive just now and that you are like thousands more, confident that we will hold the Hun. ah if the people were as confident as the soldier all would be well. this is the greatest battle in history I may mention the fact that I am writing under heavy shell fire now and it isn't a very easy think to do, still this is the 30th march and I began this letter on the 24 so I am going to try and finish it unless Fritz gives me a blighty. I hope however that he does'nt I imagine that this desperate attempt the Hun is putting up now is his last hope, if he is successful to gain his objective then he will continue the war with the hopes of gaining more ground, but on the other hand if we manage to hold him which I have very reason

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

to believe we will. then there
will only be one thing for the
Hun to do and that is quit
he has paid dearly for the ground
he has retaken and he will
pay even more before he ever
finds out the costly mistakes
he has maide. I believe this
is the final struggle for
freedom and liberty and if I
am fortunate enough to see
this over I believe we will
soon have peace, then I trust
I will soon be back home
with my wife and children.
Well Sir I think this is about
all I can write in the meantime
trusting that this will find you
enjoying the best of health
I remain
yours very respectfully
J Simpson

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36348

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I am quite well.

~~I have been admitted into hospital~~

{sick / wounded} and am going on well.

{sick / wounded} ~~and hope to be discharged~~ soon.

~~I am being sent down to the base.~~

~~I have received your~~ {letter dated / telegram .. / parcel}

~~Letter follows at first opportunity.~~

I have received no letter from you

{~~lately~~ / ~~for a long time.~~}

Signature only } J Simpson

Date 28-5-18

Wt.W1566-R1619-18539 8000m. 6-17. C. & Co., Grange Mills, S.W.

W. L. Mackenzie King Papers

Volume 41

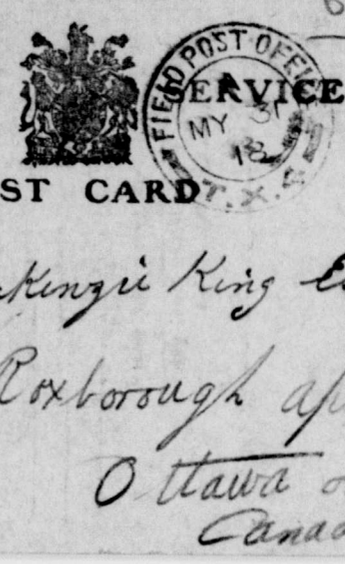
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CANADA

36349

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Mackenzie King Esq.
Roxborough apts
Ottawa ont
Canada

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36350

The Roxborough,
Ottawa, July 2, 1918.

Sergeant J. Simpson, # 310876,
Headquarters Staff, C.D.A.C.,
C. E. F., France.

Dear Mr. Simpson:

Mr. Mackenzie King has been glad to receive from you a field service post card indicating you are quite well. Your card was received on Saturday, when Mr. King came through Ottawa from Kingsmere, on his way to Pennsylvania, where he is engaged in a conference on labor matters in connection with one of the large shipbuilding corporations.

In travelling about as much as Mr. King has been doing, there has been very little opportunity to write, but before leaving the city, he asked me to send you a line of thanks for the card, and to let you know that he is interested in hearing from you from time to time, and glad always to hearn of your continued good health.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36351

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I am quite well.

~~I have been admitted into hospital.~~

~~{sick / wounded} and am going on well.~~

~~{sick / wounded} and hope to be discharged soon.~~

~~I am being sent down to the base.~~

I have received your {letter dated 2-7-18 / ~~telegram~~ / parcel ~~dated~~}

Letter follows at first opportunity.

~~I have received no letter from you {lately / for a long time}.~~

Signature only } Joseph Simpson

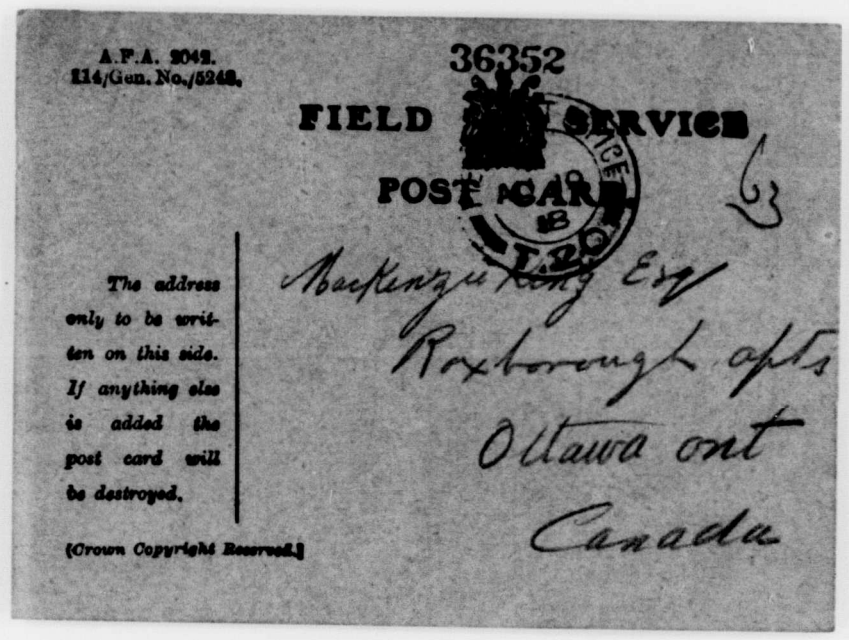
Date 6-8-18

(23008.) Wt. 45—P. 949. 3,000,000. 4/18. S. & S., Ltd. E. 1618.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA


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Mackenzie King Esq
Roxborough apts
Ottawa ont
Canada

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36353

NOTHING is to be written on this side except the date and signature of the sender. Sentences not required may be erased. If anything else is added the post card will be destroyed.

[Postage must be prepaid on any letter or post card addressed to the sender of this card.]

~~I am quite well.~~

I have been admitted into hospital
{ sick } and am going on well.
{ [redacted] } and hope [redacted]

I am being sent down to the base.

(letter dated

I have receiv[redacted]

Letter follows at first opportunity.

~~I have received no letter from you~~
{ lately
{ for a long time.

Signature only } J Simpson

Date 29-9-18

Wt W1506-R1619-18539 8000m. 6-17. C. & Co., Grange Mills, S.W

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA



W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36355

The Roxborough,
Ottawa, October 25, 1918

Sergeant J. Simpson, 310676,
Headquarters Staff,
3rd C. D. A. C.,
C. E. F., France.

My dear Simpson:

I was sorry to learn from the card sent by you on the 29th of September, that you had been admitted into hospital. Since the cause has been sickness, I am wondering if it has not been the influenza which has been giving us all such great concern here. I am glad to know that you are getting on well, and I hope that long before this note reaches you, you will have completely recovered your wonted health and strength.

I am unable to recollect whether I wrote you at the time of learning of your mother's death. I know I intended to write and express my sympathy with you. If by any chance I omitted doing this, I hope you will feel that it is not yet too late for me to say how truly I sympathize with you in losing your mother, and especially in not having been able to be at her side during her last days. You may be sure, however, that she is still watching tenderly over you from a world in which there is neither suffering nor pain; and that her last years must have been cheered with the thought of the service her son was rendering humanity in risking his life in the cause of the world's freedom.

It looks to us here as though the War would be over by Christmas time. I hope this may be the case, and that your Christmas and that of all your friends, will be a happy and joyous one.

With all good wishes,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mons 23-11-18

Dear Sir

I take great pleasure in answering your letter received today and I am glad to be able to say that I am quite well again and I am now looking forward to my return to Ottawa which I hope will be soon.
We are in mons and are having quite a nice rest which I think is a well deserved one fortunately I have so far escaped the flu as it is known by out here but we have sent quite a number of soldiers to the hospital with it and unfortunately quite a few died. I am very sorry that so many deaths have been reported in Ottawa in fact all over the world as it seems to be raging everywhere and unfortunately my wife has had it also but she thinks she is on the way to recovery and I sincerely hope so.
I thank you for your extended sympathy regarding my mothers death and now that I am looking forward

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

to returning to Canada it makes me think how proud she would have been to welcome her three boys home who have all been in France for nearly three years and have been so fortunate to pull through, although there were times when I felt sure my time had come and I have made out a hurried line or two to my wife and children and also my will but thank God I have been fortunate enough to pull through and I have no doubt but my mothers prayers have been answered.

I sincerely trust this note will find you still enjoying the best of health and that you and yours will have a very bright Xmas and that the incoming year will bring you all that you wish yourself

believe me to be

yours very respectfully

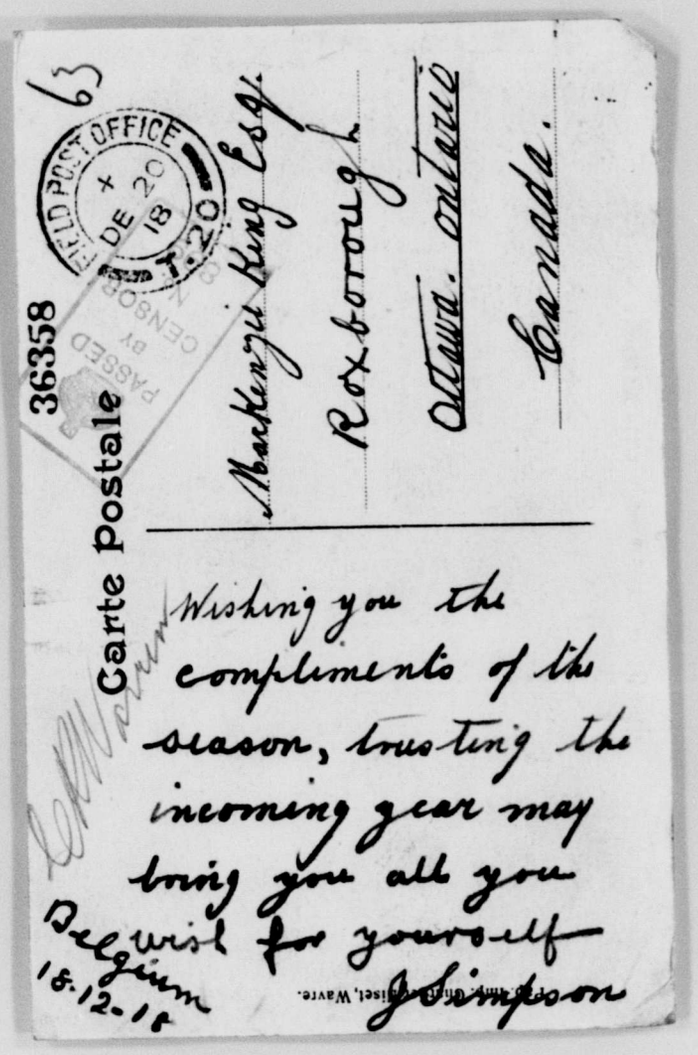
J Simpson

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

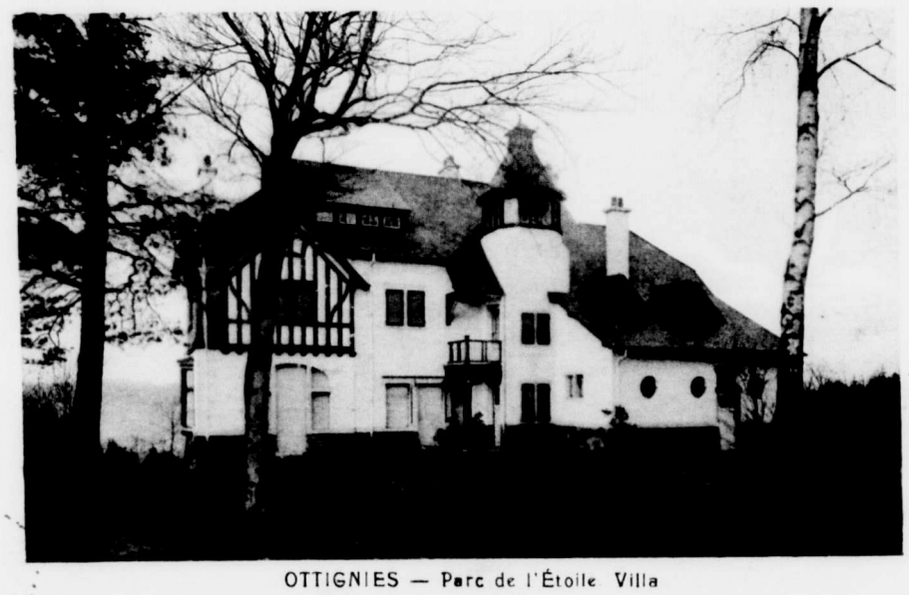
CANADA



W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

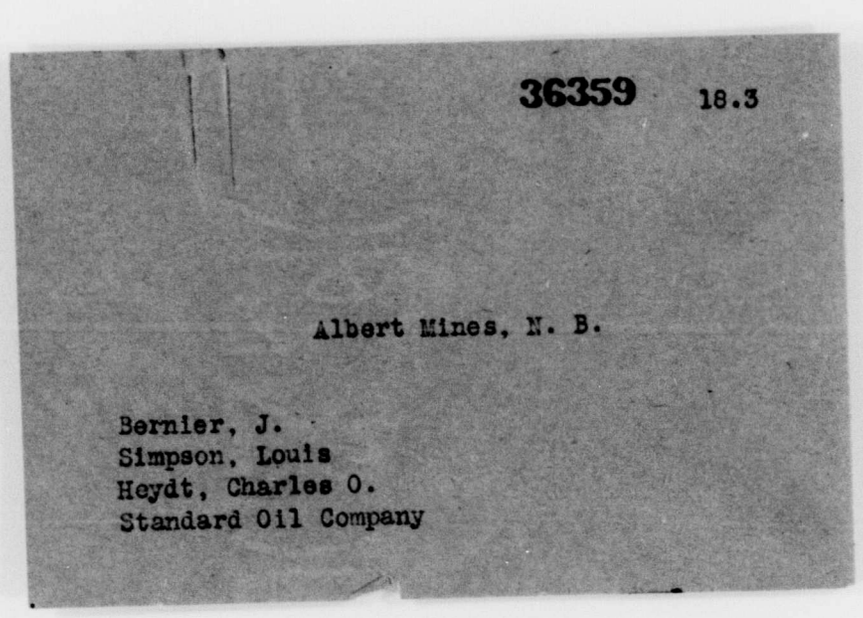


OTTIGNIES — Parc de l'Étoile Villa

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA



W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36360

172 O'Connor St. Ottawa
June 6. 1918.

Hon
L. Mackenzie King.

Dear Sir, In a roundabout way I have heard that you are becoming interested in the Albert Mines New Brunswick.

During the last seven years, I have been interested, professionally, in this mine. First, visiting it to make a preliminary report. Afterwards spent the weeks upon the property, to verify my first impressions, & to investigate the local surroundings and all matters that would be likely to affect an economic development.

Afterwards I visited the property upon different occasions. Three times to show the property to British Oil Shale Experts and once to show it to an USA Engineer, who was not a shale expert.

I revisited the property with one of the British Experts, who gave the property a thorough exploration and sampled the shale. I was with this expert the whole time, during the work that was done, under his directions.

Therefore I think that I can claim to know the property well.

I visited England to help the owners to arrange in London for the necessary finances. These negotiations were broken off owing to the outbreak of the present war.

When in London, I had to stand fire from a whole crowd of British Engineers, many of whom had but small knowledge or experience of Oil Shales, and because of this lack of technical knowledge, were very hard to satisfy.

The check production of Steam is an important question in connection with the recovery from the shale of its Nitrogen contents. I therefore made a most exhaustive study of this branch of the proposition.

Whilst in England I ascertained that the Scotch Oil Shale Operators admitted that their retort, as used in Scotland, would not satisfactorily retort Shales rich in Volatile Matter, as are most of the Albert Mine Shales, so since my return to Canada, I have worked out certain improvements, which enables a retort operating upon the Scotch principles to retort satisfactorily even rich shales. This retort is

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

so designed that material, easily obtainable on the continent, is alone used in the construction. This of course reduces greatly the cost of construction.

I have also given much thought to the methods to be used in building up a model industrial community. My experience at Sheffield has helped me much in this. I am satisfied that an industrial community could be created, at the Albert Mines, that would be a model for the world.

I will be glad to answer any questions you may choose to ask me. No one on this continent can know more of the Albert Mines or of the oil shale business, as regards Canada, than I do. I am ready to aid you all I can.

With kind regards,

I am

Yours truly,

Louis Simpson

I hold copies of most of the reports made by the English Experts and have also sketches of lay outs for proposed plants.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36362

Private & Confidential

172 O'Connor St Ottawa
June 6. 1918.

Hon C. Mackenzie King.

Dear Sir,

If you can arrange so that the Albert Mines property is developed under your control and with my assistance I can see great possibilities.

I am confident that a most profitable undertaking could be established and in connection there with a model industrial community.

For myself I have no love for Politics, but as you have, I would say that I feel sure, with proper management, the representation of the Electoral Counties of Albert and St. John could be assured you for all time, were you be associated with the Albert development. If "the prospect pleases", call upon me for all the help I am able to give you.

With kind regards,

I am

Yours truly

Louis Simpson

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36363

The Roxborough,
Ottawa, June 22, 1918.

Mr. Louis Simpson,
172 O'Connor Street,
Ottawa.

Dear Mr. Simpson:

I received on my return from Colorado to Ottawa this morning, your letter of the 6th instant.

There must be some mistake about my being interested in the Albert Mines, New Brunswick. I have no interest in the matter one way or the other. I may have been instrumental in bringing information concerning the mines to parties who may be interested in knowing of them; but my part in the matter was solely that of meeting a friend's wish to have certain data concerning the mines placed with interests where it may prove of advantage to all parties concerned. Beyond regarding this small service in a purely personal light, I have not been concerned with the matter one way or the other.

With kind regards, Believe me,

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

172 O'Connor Street
Ottawa
June 24. 1918

Hon W. L. Mackenzie King.

Dear Sir.

Thanks for letter I fully understand the situation. I could have wished it had been otherwise, as I believe there is a great future for that County.

I am informed that those owning the property have made financial arrangements for its development.

With kind regards,

Yours truly,

James Simpson

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Kitchener. June 16/18.

36365

My dear Billy.

I got the Denver newspaper which you sent me containing the announcement that you were accompanied by "Mrs King". Is it possible that you are married? If so please tell me all about it and at the same time accept my congratulations. I can hardly

ago. She married an English army officer. a Captain Heaton. Strange that there should be so many marriages in such a short time by former occupants of "Government House" on Queen St W. you know I suppose that the Dennis have been living there for some years.

Please drop me a line & tell me what you are doing. I do hope that you haven't dropped out of Canadian politics. Did you see anything of Burke in Ottawa. with kind regards

Sincerely yours
Fleta S.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

believe it is true. Isn't it
merely a mistake made by
the reporter. at any rate
tell me all about it.
Do you remember how
we used to discuss the
marriage question & how I
certainly urged you to
get married. Florence is
quite excited about the
matter. She is mentioning
it to some of her friends
& half of the town will
know of it soon. Talking
about marriages. Annie
Dunn got married the other
day to Capt. Jones. He has been
overseas for about three years
& lately has been bringing back
injured & sick soldiers to
Halifax. She went down to
Halifax the other day & married
him. The next day he went
back to England & she came on
home. Did you hear too
that Mrs Ed. Hoffman got
married in England some time

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, June 22, 1918.

Mr. H. J. Sims,
Kitchener, Ontario.

My dear Peter:

In sending you the Denver paper containing mention of "Mrs. King" and myself, I did not mean to occasion the community the alarm which your letter suggests has gone abroad. Recalling your solicitous interest in bygone years, I assumed that the mere mention of the seeming consummation of your wishes would be pleasing to you, deeply as I deplored the lack of foundation for the report. Please assure Florence and any other of my friends who may have wondered at not having received an announcement in due form, that there was no oversight on my part so far as remembrance of them was concerned. The only error was the printer's; but as it was one that kept repeating wherever I went in Colorado, I thought it would do no harm for you to get out of it some of the enjoyment which I did myself.

I was much interested in reading of Miss Dunne's marriage. I hope she has found in Captain Towers someone who is worthy of her splendid qualities as a woman. I received both your letter and the announcement of her marriage in mail which was on my table when I got back to Ottawa from Colorado this morning.

When I took the Grand Trunk from Chicago, I was under the impression that it passed through Berlin and intended telegraphing you from Port Huron, when I found to my chagrin that we did not go through Kitchener after all. I had hoped for at least a glimpse of you at the station.

In reply to your inquiry as to my present activities, I have, without putting out any sign, established myself as an Industrial Counsellor, with headquarters at The Roxborough. I have a retainer from Mr. Rockefeller to advise interests with which he is connected, and himself personally, on industrial matters, and I have also already made business connections of a like kind with other important industrial concerns in the United States. I am trying to complete a book which I hope to have published this fall, and which will relate to principles

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

underlying industrial reconstruction. It is the fruit of studies made for the Rockefeller Foundation. I do not intend to leave Canada, or to drop my interest in Canadian politics, at least for a time. If the way opens to further active touch with public life in Canada, I shall probably stay on here and give as much of my time to politics as circumstances will permit. If the door to public life does not again open, I shall probably give my entire time to work across the line.

I saw very little of Euler during the last session of Parliament; in fact, I had only one or two brief talks with him. From all I learn, he made a good impression on the House, and may be counted upon as a very useful member.

I saw Max and his wife and little boys while in Denver. The children are sturdy youngsters, and have grown to a good size. Max himself is pretty well, everything considered. He is able, however, to accomplish little more than about an hour's work a day. He has developed a fine character, and his record, under all the circumstances against which he has had to contend, is one of which I am naturally very proud. He, by the way, was asking about you in one of my talks with him.

I hope both your boys are well, and also Florence. With kindest remembrances and best wishes to you all, Believe me, as always,

Your sincere friend,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36369

MILLAR & SIMS

Barristers, Solicitors, &c.

ALEX. MILLAR, K.C. H.J. SIMS. L.L.B.

SOLICITORS FOR
THE CORPORATION OF THE COUNTY OF WATERLOO.
THE CORPORATION OF THE CITY OF KITCHENER.
THE MUTUAL LIFE ASS'CE CO OF CANADA.
THE ECONOMICAL MUTUAL FIRE INS. CO.
THE CANADIAN BANK OF COMMERCE.
THE BANK OF NOVA SCOTIA.
THE DOMINION BANK.
THE BANK OF TORONTO.

77 King Street West,

Kitchener, Ont

August 21, 1918.

Hon. W. L. Mackenzie King,

Roxborough Chambers,

Ottawa, Canada.

My dear Billy;-

Mr. W. C. McQuaig of Pen Yan, N. Y., formerly of the Walker Bin Co. here, has asked me to find out if you would feel inclined to accept an invitation from Pen Yan to speak on the war. The request came through Albert Roos who has been over there visiting for a few days. I told Albert that I would drop you a line and I also suggested that Mr. McQuaig write direct to you.

What have you been doing this summer? I was hoping that you would be through here and pay us a visit. Some time when you are in Toronto I wish you would drop me a line. There are some things I would like to talk to you about. I get frequent inquiries about you from time to time and I am ashamed to answer that I cannot say what your plans are for the future.

With kind regards, I remain

Yours sincerely,

H Sims

S/W

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36370

GOVERNMENT HOUSE,
OTTAWA.

30.12.18

My dear Mackenzie King,

So many thanks for your kindness in sending me a copy of your new work. I am looking forward to reading it with very great interest.

Wishing you all good things for the coming

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Jean.

Yours v. truly.

Wilfrid T. Gladu.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36372

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET

Ottawa, Canada.

October 7th, 1918.

Hon. W. L. M. King,
Roxborough Apartments,
Ottawa, O N T.

Dear Mr. King:-

Re' Labour.

Western Ontario Liberals have asked me to draft something by way of suggestions for a programme for their meeting, and I desire to consult you with reference to a resolution on Labour. I would be pleased to talk the matter over with you at a time and place convenient to you.

Yours faithfully,

Alex Smith

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 24, 1918

Mr. Alex. Smith,
Smith and Johnston,
The Trust Building,
48 Sparks Street,
Ottawa.

My dear Smith:

I am very sorry to have reached only just now your letter of October 7. I have been working morning, noon, and night on the completion of my book, and have had to put aside all correspondence on this account.

I enclose what seems to me the most important political aspect of the Labor problem. It is expressed in technical phraseology; but something of its underlying idea expressed in your own phraseology would, I think, be of service for the purpose you have in mind. I shall try to drop in and have a word with you before I leave for Colorado at the end of this week.

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The problem of the future is reconstruction. Industrial reconstruction is the most important phase. To introduce the Government into industry in principle & representation through the collective organization of labour and of the community may be considered in industrial control and the theory of industrial policies is the work of liberalism. It is to liberalism that we owe the transition from autocratic & unrepresentative and irresponsible Government in the affairs of the State. To democratize the Government of industry so as to give the workers and consumers a larger share in the Government of industry is the task that lies ahead.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The problem of the future is Reconstruction. Industrial reconstruction is its most important phase. To introduce into the government of Industry the principles of representation whereby the interests of Labor and of the Community may be considered in industrial control and the shaping of industrial policies is the natural work of Liberalism. It is to Liberalism that we owe the transition from autocratic to representative and responsible government in the affairs of the State. To democratize the government of Industry so as to give to the workers and consumers a larger share in the government of Industry is the task that lies ahead.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36375

The problem of the future is Reconstruction. Industrial reconstruction is its most important phase. To introduce into the government of Industry the principles of representation whereby the interests of Labor and of the Community may be considered in industrial control and the shaping of industrial policies is the natural work of Liberalism. It is to Liberalism that we owe the transition from autocratic to representative and responsible government in the affairs of the State. To democratize the government of Industry so as to give to the workers and consumers a larger share in the government of Industry is the task that lies ahead.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36376

Smith & Johnston

BARRISTERS. SOLICITORS. NOTARIES.

Alexander Smith
William Johnston

PHONE QUEEN 870

CABLE ADDRESS
"SMITHSTON"
WESTERN UNION CODE

THE TRUST BUILDING
48 SPARKS STREET

Ottawa, Canada.

November 15th, 1918.

Hon. W. L. MacKenzie King,
Roxborough Apartments,
Ottawa, O N T.

Dear Mr. King:-

I duly received yours enclosing me draft resolution re' a phase of labor discussion and practical application of the principle involved therein and have to thank you for the same. I was disappointed that you had not time to drop in to talk over this and other matters before you left on your recent trip, for at the same time I intended to discuss with you a proposal urged upon me by Hon. Senator James H. Ross which briefly is to the effect that you should not only be induced, and if you cannot be induced then to be prevailed upon, to take more interest in Canadian public affairs. The Senator urged so strongly that whilst I am but a private citizen I thought it more than courtesy to put clearly before you his views and the outlines he suggested for carrying them out.

I am taking the liberty of sending a copy of this letter to Sir Wilfrid Laurier but will not discuss with him the essential feature until you have an opportunity to get from me the Hon. Senator's outlines.

Yours faithfully,
Alex Smith

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Denver, Colo.,
December 1, 1918

Mr. Alex. Smith,
Smith and Johnston,
46 Sparks Street,
Ottawa, Canada.

Dear Mr. Smith:

I received here your kind letter of November 15.

You were not more disappointed than I was at my not being able to drop in to talk over matters with you before I left for the work I have been engaged upon here. I had so much to do before getting away that I simply had not a moment in which to make the call.

I expect to leave Denver on Tuesday, and to be able to complete the engagements I have in Chicago, Youngstown, Ohio, and Toronto, within the course of the ensuing week or ten days, by which time I shall be back again in Ottawa. I shall then hope to have the opportunity and pleasure of a talk with you.

You may be assured that any apparent lack of interest on my part in Canadian public affairs has not been such in reality. No one knows better than yourself the difficulty of taking an active part inppublic life where one has not a seat in Parliament. All circumstances considered, for me to have taken a more active public interest in affairs than I did while the War was on would have been simply to have created misunderstanding. From the commencement of the War, I have felt that my most useful service to Canada lay in the direction of preparing a work on industrial reconstruction, for the day when that period would be entered upon. The book I have written on this subject has at last been published, and I have great hopes that it may justify the view I have all along taken of its possible service. I am hoping that the immediate

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

future will afford opportunities for me again to take a more active part in public life; but, as you well know, there are considerations of which every man has to take account in the shaping of his life work, and I am unfortunately not so situated that I can disregard existing obligations.

Looking forward to the pleasure of seeing you soon, and with thanks for your kind letter in the interval, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36379

Magna Charta, Plymouth Rock, Second Settlement of Virginia, Charles I., Declaration of Independence, Treaty of Paris, Treaty of Ghent, Rush-Bagot Agreement, Era of Good-feeling, The China incident — "Blood is thicker than water."

UNITED STATES
ALASKA
HAWAII
PHILIPPINE ISLANDS
PORTO RICO
ST. THOMAS
GUAM
SAMOA
ALEUTIAN ISLANDS

My New Year's Greeting

to

Hon William Mackenzie King.

NOW may all those that use the English speech, whose devotion to human welfare has been tested in many battles, who for themselves and for others have truly tried to establish justice, maintain liberty, institute equal opportunity, perpetuate and defend self-government and further the peaceful purposes of democracy, find in their blood shed on foreign soil, for a common cause, a bond of present and future friendship so loyal and steadfast that no cunning foe can ever again sow dissension among them!

John A. Stewart.

JANUARY FIRST
NINETEEN EIGHTEEN

ENGLAND
SCOTLAND
IRELAND
WALES
CANADA
NEWFOUNDLAND
AUSTRALIA
BRITISH SOUTH AFRICA
NEW ZEALAND

Queen Victoria and the Cotton Spinners of Manchester, Geneva Award, Venezuelian Arbitration, Celebration of the Century of Peace among English-speaking Peoples, Joint International Commission and America-Canada Court, America's entrance into the Great War.
1814 — The Second Century of Peace — 2014.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36380

January 14, 1918.

My dear Stewart:

Please accept my heartiest thanks for your New Year's Greeting, and may its wish find a speedy realization in the future relations of nations and men.

With kind personal regards and remembrances. Believe me,

Yours sincerely,

Mr. John A. Stewart,
Executive Chairman
American Peace Centenary Committee,
233 Broadway,
New York.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36381

✓ Smith, Mrs. Mary Ellen

The Roxborough,
Ottawa, January 25, 1918.

My dear Mrs. Smith:

I have just seen the announcement of your election as Member for the Provincial Legislature of British Columbia, and hasten to extend my very heartiest congratulations. To me, as well as to all your friends, your election was a foregone conclusion, but that makes it none the less delightful to read of your having been returned with a majority of between three and four thousand.

It is a fine tribute to you personally, but I am sure you will be the first to concede it a tribute also to the memory of Mr. Smith. He was a true and faithful public servant, and the Province is fortunate in having as his successor you who all through his life were a co-worker and his chief inspiration.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hope you will not let the duties of public life tax your energies overmuch and tell upon your health. That is the one fear I have about women entering the arena of politics. Sooner or later, unless they are very careful, it must mean a breakdown from which even few men are saved.

I shall follow with the keenest interest your career in the Legislature, and hope that, as occasion warrants, you will let me have copies of your speeches. I look to a note being sounded which will help to forward the cause of Liberalism by making clearer its inseparableness from the cause of humanity itself.

With the best of wishes and renewed congratulations, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

FILE : MRS MARY ELLEN SMITH.
Mrs. Ralph Smith, M.L.A.,
Vancouver,
British Columbia.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36383

Smith Mrs Mary Ellen

Stadacona Apartments,

Vancouver, B.C.

Jan: 29th: 1918

I desire to sincerely thank all workers, friends and supporters, and all who by letter or telegram extended congratulations on my recent election to the Provincial House on January 24th, 1918.

faithfully yours,

Mary E Smith

(Mrs Ralph)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

your letter received. I appreciate all you say, but after all it was a hard fight, it's no joke to run against a returned soldier, but we made the grade all right. I trust your fears as far as health is concerned will be groundless, as I have a great supply of health & energy.

Where it comes from I don't know. I will send you some of the news items after a while. The House opens next Thursday when my troubles really begin. Pardon this scrawl & in this way & manner but I am trying to wade through congratulatory wires & letters to over 400. Kind Regards

Yours Sincerely W. L. Mackenzie King.

I desire to sincerely thank all workers, friends and supporters, and all who by letter or telegram extended congratulations on my recent election to the Provincial House on January 24th, 1918.

Gratefully yours,

Mackenzie King

(Glen Grove)

Yaletown Apartments,
Vancouver, B.C.
Jan. 29th, 1918

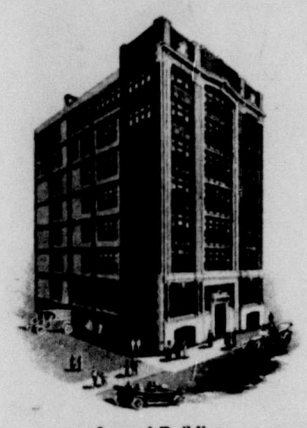
36383

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36384



Journal Building

The Journal Dailies

The Evening Journal The Morning Journal-Press

Member Audit Bureau of Circulations

Advertising Offices

TORONTO Branch Office, 95 King St. East, J. B. Rathbone, Manager.

UNITED STATES—Chas. H. Eddy Co., New York, Fifth Ave. Bldg.; Chicago, People's Gas Bldg.; Boston, Old South Bldg.

Ottawa, Canada December 24th, 1918.

Mr. Norman Smith wishes to thank Mr. MacKenzie King for the copy of his new book "Industry and Humanity". That he has started to read it is evidenced in the enclosed clipping from today's Journal and he finds the volume most interesting and valuable. One of these days he will probably write a review of the book.

Hon. W.L. MacKenzie King,

The Roxborough Aptms.,

Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

36385

Ottawa Jan 4, 1918

Dear King,

I hope this memo. will meet your views. If not, and you will let me know what further information I can supply, I will be heartily glad to be of service.

I am both, I think, Campbell was first of all a good friend and I am greatly distressed that his family should suffer by his death.

With kind regards, & gratitude that you should take Campbell's affairs into your capable hands,

I am, Yours faithfully, W. Mc Smith

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

MEMO FOR MR. KING.

Dr. W.W. Campbell entered the Civil Service in July 1893, as a clerk in the Militia department at $1100. a year. During the sixteen years intervening between this time and the time at which he entered the Archives, he was in the Secretary of State's department, and the Privy Council office, and during that period his salary was increased to $1600. that it was increased by $500 during his sixteen years service.

Since his employment in the Archives his pay has been advanced by the usual annual increments to $2050. from the 1st July 1917.

The work in the Archives is as far as possible divided among experts. Under this arrangement, and in view of Dr. Campbell's previous work, he was assigned to the United Empire Loyalists, with whose history he had a wide as well as minute acquaintance. In working this field, he necessarily became intimate with much of the history of the earlier period in Upper Canada. It was therefore the practice to hand to Dr. Campbell all enquiries relating to the Loyalists or indeed to Upper Canada, in its earlier stages; and his work which was characterized by enthusiasm and conscientiousness, as well as by large initial knowledge was satisfactory to the Archives, and I think invariably helpful to historical enquirers.

To avoid a natural misapprehension, it should be added that while his work on the Loyalists brought him perhaps more closely in contact with Upper Canada than with the other provinces, it also covered the settlement of these people in the Maritime provinces, and in some parts of Lower Canada, and therefore made him valuable in regard to the early history of those provinces, as well as that of Upper Canada.

January 4, 1918.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36387

The Roxborough,
Ottawa, January 4, 1918.

Mr. William Smith,
Dominion Public Archives,
Ottawa.

My dear Smith:

Let me thank you for the memorandum you have so carefully prepared and so kindly sent respecting Dr. Campbell's connection with the Civil Service, and especially as regards his work for the Archives.

The information you have given will, I am sure, be of real service in enabling Campbell's friends to gain for his widow some recognition of his life and work, which may help to assuage her present grief and somewhat alleviate the distressing circumstances in which I fear she is left by his sudden death.

As you say in your letter, Campbell was a very true friend, and I think it will always be a matter of pride to both of us that we held a place in the inner circle of his friendship.

May I, in sending this note, thank you again for the kind words spoken over the phone this morning with reference to my own dear mother. I am glad that you knew her, and that you have in your memory the picture you portrayed so sympathetically and graphically to me this morning.

May the New Year be a good one for you and all of your family.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36388

AHEARN & SOPER LIMITED
OTTAWA CANADA.

PRESIDENT'S
OFFICE.

April 11, 1918.

Dear Mr King,-

I appreciate your kind invitation to meet Mr. Rockefeller at dinner at the Golf Club on Saturday evening, at 7.30 o'clock. It will give me much pleasure to do so.

Thanking you, I am,

Yours sincerely,

Wm. Hogg

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

~~BRITISH MILITARY REPRESENTATIVE,~~
SUPREME WAR COUNCIL,
BRITISH SECTION,
~~VERSAILLES.~~
A.P.O, S 5
B.E.F.
Good Friday 29.3.18.

My dear Mackenzie King,

I grieve at your sad tidings. I know ~~what~~ how devoted you were to your splendid Mother & what a good son you had been, & feel that her death, apart from the shock, must leave a great gap in your life. The faith which she taught you will now be your comfort, the remembrance of her will be a source

History raging we have at the moment less to do as future plans must depend on it's result. Meanwhile much as one dreads the call to go into the cauldron after over 3 continuous years of it one hates to be here & not helping one's country more actively in it's hour of need. I trust that the critical stage is past & that the news may improve day by day till by God's help we win the victory & attain peace.

With again my warmest sympathy with you in your sorrow

Believe me
Your ~~old~~ nieces friend

Haddow

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

both of inspiration & of strength. All the same it is inevitable that you should grieve say what one will & I can but offer you my deepest sympathy at the wrench caused by so great a parting.

These are sad days. My only brother as you know was killed in September 1916 & his widow married again within 9 months of his death. Although my Mother treated her & helped her as she would her own daughter my sister-in-law has left undone little which could have hurt her more than the things she persists in doing. My brother loved his place & his Lincolnshire people. My sister-in-law has behaved outrageously to both, & so on ad infinitum. My beloved Mother however bears up bravely however though I know how much it tries her.

I was appointed to the military staff of the Supreme War Council in Jan. last. The work is quite extraordinarily interesting & we have been able to be of some use for instance we foresaw this attack, it's strength & it's approximate position. Not all our proposals for meeting it were accepted unfortunately, but we have done good. Now with the greatest battle of all

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36391

383 Frank St
Ottawa
Mar 8-18

Dear MacKenzie King,

I was looking over some old Courier of seven or eight years ago for some articles about the Georgian Bay Canal and I came across an article about you. Perhaps you may not have seen it at the time so I am sending it to you. If you have already seen it there may not be any harm in your having another copy because you cannot have too much of a good thing.

I was very sorry to hear of your great affliction in losing your fallen mother. I would have written you at the time but was suffering from a nervous attack which prevented me from doing so. Your father was a particular college friend of mine and we had a great many interests in common.

With kind regards

Yours very Sincerely

W. Lloyd Edwards.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, March 9, 1918.

Dear Mr. Stewart:

It is very kind of you to have sent me the cuttings enclosed with your letter of yesterday.

I recalled the article as soon as I saw it, and imagine I have a copy somewhere; but where it is I am unable at the moment to say. I am therefore deeply obliged to you for sending me on the clipping. It gives me a special pleasure to think that you should have had it among your papers. It shows how real your interest is, and how genuinely the affection which my father always had for you has been reciprocated on your part.

I am very grateful for your kind words of sympathy. Since the beginning of this war, I have lost father, mother, and sister, and I assure you the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

sense of their loss is very real and ever present. However, it has been lessened in no inconsiderable way by the kind understanding and sympathy of friends, and among the number none have been more whole-hearted in this respect than the members of your own family. I have indeed reason to be most grateful.

With kindest remembrances to one and all, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

McLeod Stewart, Esq., M.A.,
383 Frank Street,
Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 8345

INDUSTRIAL RELATIONS

36394

STANDARD OIL COMPANY

(INDIANA)

910 SOUTH MICHIGAN AVENUE

ROBERT W. STEWART,
CHAIRMAN OF THE BOARD.

CHICAGO, Dec. 24, 1918.

Mr. W. L. McKenzie King,
c/o The Roxboro,
Ottawa, Canada.

Dear Sir:

When in New York recently, I had the pleasure of a personal conference with Mr. John D. Rockefeller, Jr. As a result of that conference, I am writing to ask if you will come to Chicago, prepared to make an investigation of this Company, relative to the institution by us of a plan of representation of employes, in order to provide effective communication and means of contact between the management and the employes on matters pertaining to industrial relations. We are anxious to go into this matter thoroughly and have the benefit of your advice and suggestions.

Will you kindly advise me at your earliest convenience if you can comply with this request.

Very truly yours,

R W Stewart

Chairman of the Board of Directors.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, December 26, 1918

Mr. Robert W. Stewart,
Chairman of the Board of Directors,
Standard Oil Company of Indiana,
910 South Michigan Avenue,
Chicago, Illinois.

Dear Sir:

Your letter of December 24, addressed to Mr. Mackenzie King, was received here within an hour after Mr. King's departure for New York this afternoon.

Mr. King will be absent probably until the early part of next week; but I shall see that your letter is forwarded to him immediately.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36396 Form 1201

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

F1 54 W. 45th ST. N.Y.

RECEIVED AT

1918 DEC 26 PM 9 11

524 MO JS 50 NL

OTTAWA ONT 26

HON W L MACKENZIE KING 0340

OR THE HARVARD CLUB 27 WEST 44 TH ST NEWYORK NY

ROBERT W STEWART CHIRMAN BOARD DIRECTOS STANDARD OIL INDIANA

910 SOUTH MICHIGAN CHICAGO WRITES TWENTY FOURTH INVITING YOU

TO CHICAGO TO MAKE INVESTIGATION RELATIVE TO INSTITUTION OF

PRESENTATION PLAN ANXIOUS TO GO INTO MATTER THOROUGHLY

HE ASKS YOU ADVISE AT EARLIEST CONVENIENCE IF YOU CAN COMPLY

WITH REQUEST

F A MCGREGOR

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36397

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Z. A. LASH, PRESIDENT

Cable Service
to all the world

GEO. D. PERRY, GENERAL MANAGER

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, December 26, 1918

Hon. W. L. Mackenzie King,
C/o The Harvard Club,
27 West 44th Street,
New York.

Robert W. Stewart, Chairman Board Directors, Standard Oil, Indiana, 910 South Michigan, Chicago, writes, twenty-fourth, inviting you to Chicago to make investigation relative to institution of representation plan. Anxious to go into matter thoroughly. He asks you advise at earliest convenience if you can comply with request.

F. A. McGregor.

Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRIAL RELATIONS

36398 Form 1206

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

New York, December 27, 1918

Mr. Robert W. Stewart,
Chairman, Board of Directors,
Standard Oil Company of Indiana,
910 South Michigan Avenue,
Chicago.

Contents your letter twenty-fourth wired me here. Could arrange to be in Chicago week commencing Monday, January 13th, and if possible to proceed at once, give necessary time to investigation. Expect to leave by end of month for Europe. Return Ottawa tomorrow. Will write from there Monday.

W. L. Mackenzie King.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Industrial Relations

FORM 1 T.W.

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

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

36399

GREAT NORTH WESTERN TELEGRAPH COMPANY
TELEGRAM

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

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

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

Y 38 N 8018

ON CHICAGO ILL 28

DEC 28 1918

1918

W L MACKENZIE KING 274

CARE THE ROXBOROUGH OTTAWA CAN

YOUR NEWYORK MESSAGE TWENTY SEVENTH RECEIVED WE WILL BE GLAD TO SEE YOU HERE ON MONDAY JANY THIRTEENTH

R W STEWART.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ INDUSTRIAL RELATIONS.
36400

The Roxborough,
Ottawa, December 30, 1918

Mr. Robert W. Stewart,
Chairman of the Board of Directors,
The Standard Oil Company of Indiana,
910 South Michigan Avenue,
Chicago, Illinois.

Dear Mr. Stewart:

On my return to Ottawa to-day, I received your letter of December 24, and also your telegram of the 28th, in response to the wire sent to you from New York.

From your wire I observe that you have interpreted the statement in my telegram that I could arrange to be in Chicago the week commencing Monday, January 13, as meaning that I would arrive in Chicago on the 13th. My purpose was rather to indicate that I could arrange to be in Chicago some day of the week commencing Monday, January 13. Because of the nature of engagements I have, I doubt if it will be possible for me to do better than reach Chicago before the end of the week. I am obliged at the moment to allow myself this latitude, as there is so much to be completed before I leave. I shall gladly arrange to delay my trip to Europe, should the time for the investigation relative to the institution of a plan of representation of the employees of the Standard Oil Company of Indiana seem to render this desirable. Since wiring you, I have decided to change the time of my sailing for Europe to some time in February.

In asking, for the present, to be allowed a little leeway in the matter of the exact date of arriving in Chicago, I hope I am not embarrassing either yourself or the existing situation. In all probability I shall be able to wire you the exact date of my arrival by the 10th of January. Please let me know if this is likely to prove inconvenient to you. I am anxious not to be hurried in the matter of engagements I have to fill between now and the time of leaving for Chicago. I shall be grateful, therefore, for any leeway you may allow me, and shall gladly see that ample time is provided for any services which, after an interview together, your Company may wish me to undertake while in Chicago.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Permit me to add the pleasure it gives me to have the request which your letter contains. While in New York, I told Mr. John D. Rockefeller, Jr. of the communication received from you, and Mr. Rockefeller seemed greatly pleased to learn that you had communicated with me, and spoke with much enthusiasm of the fine opportunity of service of which your letter seemed to afford promise. It will be a real joy to me to have the opportunity of co-operating with your Company in the arrangement of any plan intended to provide effective communication and means of contact between the management and employees on matters pertaining to industrial relations.

Yours very truly,

WLMK

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36402

THE COLORADO FUEL AND IRON
YOUNG MEN'S CHRISTIAN ASSOCIATION

MINNEQUA STEEL WORKS BRANCH

PHONE 1844

M. J. STICKEL, Secretary

PUEBLO, COLORADO, July 12th, 1918

Mr. McKenzie King,
26 Broadway,
New York City.

My dear Mr. King:--

On Monday, July 15th I expect to begin work in the position you so thoroughly outlined to me at our conference in Chicago.

It has not been easy for me to sever my relation to the Young Men's Christian Association. However, with the consent of Mr. Towson, Mr. Minear and Mr. Hicks, it seems to be the wise thing to do and I am entering the new work with a great deal of enthusiasm.

I appreciate very highly the confidence you and the other men have imposed in me and I am going to give my best endeavor in making a success of the work.

I would be very glad if you will find time to send to me, through Mr. Welborn or direct, an outline of some of the ideas you have for work of the Advisory Board. I am sure there are many things you have thought through further than any of the others and I hope that your ideas can be made available for our use. I would also appreciate if you would recommend any book, magazines or other printed matter that you think would be helpful to me in making a study of welfare matters.

With kindest personal regards, I am

Sincerely yours,

M J Stickel

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, August 3, 1918.

Mr. M. J. Stickel,
Executive Secretary to the President's Advisory Board,
The Colorado Fuel and Iron Company,
Pueblo, Colorado.

Dear Mr. Stickel:

I was delighted when I learned that you had accepted the position of Executive Secretary to the President's Advisory Board of the Colorado Fuel and Iron Company, and I should like to avail myself of this moment to extend you hearty congratulations and the best of wishes for your success in what I regard as an eminently useful and important position.

You have, in the field which the C.F. and I. industry affords, a sociological laboratory unparalleled in America. Already, the eyes of many students in different countries are centred upon the working of the Industrial Representation Plan, and I have reason for believing that it is only a matter of time before it will attract more general attention than has been given to any experiment in industrial government for a very long time. Were I in your position, I should aim at making the various camps self-governing communities, and as efficient in all branches of community activity as may be possible.

I am coming out to Colorado in September, and shall wait until then to discuss with you aspects of your work which

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

appeal very strongly to me, and to make suggestions regarding the class of literature it may be well for you to read.

At the moment I am working under considerable pressure to get the balance of the manuscript of my forthcoming book off to the printers, and have been obliged to confine correspondence pretty much to the acknowledgment of letters received. I regret that yours written some days ago should have remained so long unanswered. I have, however, been absent in Boston, Bethlehem, and at other points, which accounts also in part for the backward condition of my correspondence.

With kindest regards, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

November 17, 1918

Mr. M. J. Stickel,
Executive Secretary
Advisory Board on Social and Industrial Betterment,
The Colorado Fuel and Iron Company,
Pueblo, Colorado.

Dear Mr. Stickel:

I was glad to receive your note of the 15th instant.

This week I shall be so continuously in conference with officers of the Great Western Sugar Company that I doubt if it will be possible for me to arrange for a talk with you on either Tuesday or Wednesday. I have asked Mr. McGregor to phone and let you know should we find that we have a moment to spare on either of those days.

In all probability I shall be in Denver a fortnight longer; and if I don't see you before the 27th, I shall count on having the pleasure of an interview with you on that day or one of the days between the 27th and the 30th.

I look forward with great interest to learning from you of the progress of your work. I understand from other sources that everything is going splendidly.

With very kind regards, Believe me,

Yours sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

35406

Letter to Miss Willebury from Lyle Sterling re death of a life friend was connected to God – a memory which we also have in common.

Your father was a true disciple of the Master, and you must never feel that his death was other than the opening of the door into the Kingdom of God. It is this that I think of my brother's death, and the light of that kingdom seems to fill my mind until it is whenever I entertain the thought.

Let your real communion must come through your con-tinued communion with him. The more I grow in knowledge of things of the mind and spirit the more I am convinced that the invisible is the only reality- that the life of the spirit is the one life we live – all else is shadow – unreal, material, and meaningless apart from life ~~death~~ of the spirit there is no death. We are so confused by appearances here we must wait to [illegible] our own interpretation, and

Faith.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Your father
He and your mother have been
reunited in that land where
separation no longer rends the
heart, and together they guard
over your life, casting over
and about it a protecting care,
not possible here below.

Do you know Matthew
Arnold's Rugby Chapel. Whether
you are familiar with it or
not, let me suggest that you
read it anew. There you
will find all I should like
to say of your father, all that,
as I know him, I believed him
to be. You will recognize at once
how completely his life was
lived as one of the Chivalry
of God. You will see, too, how
such a life can never die - can
from off this earth. You will
find consolation I know in
this poem which Matthew Arnold
wrote in memory of his own
father, and which is one of his
noblest tributes that love can
from mortal pen.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36408

345 BARRY AVENUE

My dear Mr King:-

I learn just lately through Dr Grenfell of the sad sorrow that has come into your life - my own father passed quietly away on March 3rd and the good Doctor sent your letter to me thinking that

If you have time to stop in Chicago on your return to Ottawa, he would be glad to see you. You will find me in the city.

Yours sincerely Yours

Dudley Stirling.

March 14th -

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36408

345 BARRY AVENUE

My dear Mr King:-

I learn just touch through Dr Grenfell of the sad sorrow that has come into your life- my own Father passed quietly away on March 3rd and the good Doctor sent your letter to me thinking that

If you have time to stop in Chicago I should be so glad to see you. You will find me in the city. Yours sincerely Jones

March 14th -

Dorothy Stirling.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36409

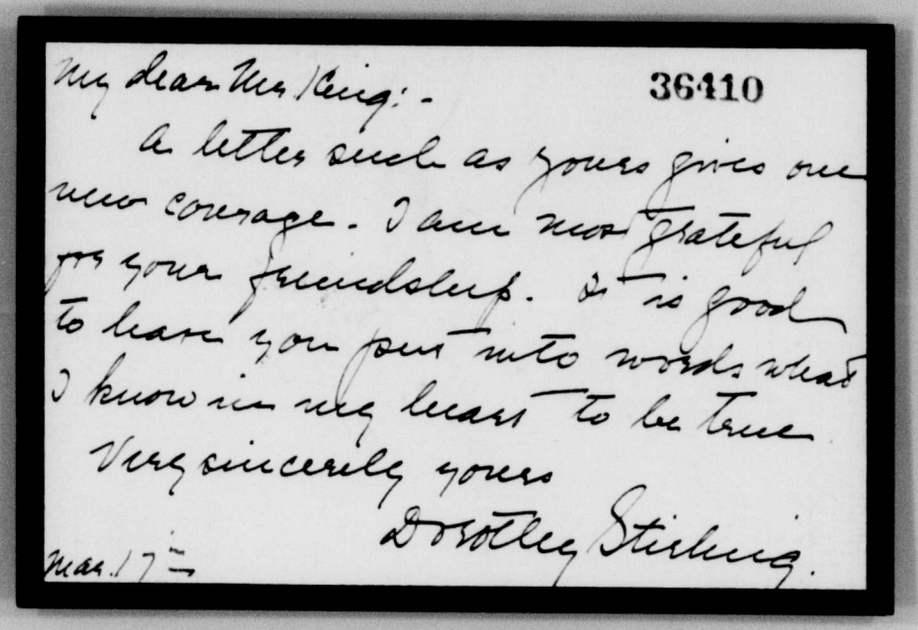
your words about love
being eternal might
strengthen our faith.
You perhaps feel as we
do that the joy of
reunion after our fallen
Mother is so great that
selfish grief is crowded
out of our minds and
we are really glad
that he could go -

My dearest
dear friend
day as you
Canada
May 5th is
ness like
Bless you
Love.
Warmest

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA



My dear Mackenzie King:- 36410

A letter such as yours gives one much courage. I am most grateful for your friendship. It is good to hear you put into words what I know in my heart to be true.

Very sincerely yours

Dorothy Stirling.

Mar. 17th

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36411

The daughters of
Mr. William R. Stirling
gratefully acknowledge
your kind expression of sympathy

(0000)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36412

345 BARRY AVENUE

My dear Mrs. King:-

Thanks you so much
for your very kind letter
of Easter Sunday. The
day was made less lonely
for us by the thoughts of
many friends but above
all by a knowledge of
the Grace for of our

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36413

Father and Mother -

I am sending you this little paper called "The Sunrise" in the chance that you may like it. The author has herself risen above an almost crushing grief - her victory has given others courage.

Thanks for telling me of "Rugby Chapel"

I have read it and am glad I did. Matthew Arnold is one of my favourite writers & I am very familiar with the poem. Sometime I will send you a poem I composed myself, entitled "Sunrise" which I think you will like.

Very sincerely yours

Dorothy Stirling.

April 6th.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36414

345 BARRY AVENUE

May 15, 1918.

My dear Mr. King:

I have been planning for some weeks to go to Boston for a short visit to see Dr. and Mrs. Grenfell before they go north for another year or more. If all is well I am expecting to leave here on Friday, and not be back again for about ten days.

I am very sorry to learn by your letter of the 12th that you are to pass through Chicago during my absence, but I am hoping that possibly I may be fortunate enough to see you on your way back from the west, if not on your way out.

Very sincerely yours,

Dorothy Sterling

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36415

345 BARRY AVENUE

My dear Mr. King:

I am returning the articles on Norman Bruce rather promptly - case you may wish it for the pictures. As a whole it is not quite like the Doctor's style but there are a number of little expressions which seem very characteristic. Thank

Do you care both of the articles or only one? Either one will be quite satisfactory to me. Perhaps you may be able to secure a picture. You may not have noticed that Bruce is Parkin's successor in Canada House. Both articles were there published in the Daily Mail and Empire, but I do not think it is necessary to return them. With good wishes for Christmas and the New Year

Yours sincerely

Vincent Massey

Rt. Hon. W. L. Mackenzie King.

Ottawa, 27th December, 1934.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

you for letting me see
this appreciation of your friend.
Thank you also for the
little book of poems by
Oxenham. I like "Hearts
all" the best but I dare
believe I should place
the collection as high
among the war poems
as you do. I don't know
any one poet's work I
care for especially but
rather I would choose
single war poems from a number
of different writers.
was Literature and Life
"The Supplementary Reader"
Wm A. Bruce P. Bruce
Atlantic is most
read "The Two Standards"
kindly sympathetic. The class
opened with a short
expressed pleasure
and favourable
response as "The Deep Furrow"
worth two":

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36417

Birken Brae
Lake Forest, Illinois

My dear Mr. King:-

I cannot remember on what date you said that you might possibly be in Chicago for the Labor Conference or passing through on your way West, so in case you might try to reach me at Barry Avenue I want to let you know that I have moved

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

to Lake Forest with my
sister Mrs. Gregory and
her husband and
baby daughter. Unless
the weather becomes so
cold that we must
light a furnace fire
we expect to stay here
through the month, and
as you were good
enough to say that you
enjoyed Lake Forest we
hope that we may have
the pleasure of a visit

from you & Mrs. Gordon. The
Tudor is ideally situated
early September when Ottawa is
at its best, and we were
glad to sit by a
cheerful fire, but we
could always flop to cool.
Thursday night the Cummings has
a bunch playing bridge
here but you and Mrs.
Gordon would be welcome
to join us at dinner
Please remember us
very kindly to Gordon
Dorothy Sterling

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36419

Birken Brae
Lake Forest, Illinois

My dear Mr. King:-

I was very glad
to receive your letter
though sorry to learn
that you have had
an over busy summer.
Your work sounds
most interesting to
a quiet stay-at-home
like me; and I shall

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

hope to hear more
of it when I see
you. We expect
to move to Chicago
next Monday the
30th so your visit
to this home will
have to be postponed
until another occasion
you will however
be just as welcome

[illegible] Bragg over
[illegible] I shall
look forward to
[illegible] you.

Yours sincerely
Dorothy Stirling

Sunday, Sept 22nd

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36421 Dec 17

345 BARRY AVENUE
CHICAGO

My dear Mr. King:

I want to say
thank you at once for
your book which
arrived today from
the publishers. I appreciate
your counting me
among the friends
who should receive

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

...s from the author visiting
...the book stand. I have
...already read the first two
...pages & shall hope to
...find time as soon as
...The Xmas rush is over
...to read it all with
...much profit & pleasure.

In the last few days I
have greatly enjoyed
the book of essays "The Joys
...a Quiet & Worthy Life" which Tom
...sent about. While you
...entirely disagree with
...in his writings.
...Truths" & Clark
...& Freedom" (Oxford
...along the Celtic Fringe
...more, from the
...Odyssey" & Edith
...Dorothy Stirling-

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36423 Form 2C

Holiday Greeting

GREAT NORTHWESTERN TELEGRAM



Receivers No | Time Filed

Day Message | Night Message | Night Letter

GEO. D. PERRY, GENERAL MANAGER

SEND THE FOLLOWING TELEGRAM, SUBJECT TO THE TERMS ON BACK HEREOF, WHICH ARE HEREBY AGREED TO

Ottawa, December 24, 1918 191

TO Miss Stirling,
345 Barry Avenue,
Chicago, Illinois.

Hearty Christmas greetings, and all good wishes.

W. L. Mackenzie King.

CHG. W.L.MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

345 Bassey ~~26424~~
052 27½

My dear Mrs. King:.

Thanks for so much
for your Christmas telegram
and card of greeting. It
meant much to me to be

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36325

remembered this year.
The enclosed is probably old
news to you as you are now
an insider.

Very sincerely yours
Dorothy Stirling.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36426

JUDGE MACTAVISH,
CHAIRMAN OF BOARD
CECIL BETHUNE,
SECRETARY-TREASURER

ALERE FLAMMAM
COLLEGIATE INSTITUTE
OTTAWA

A. H. McDOUGALL, B.A., LL.D.
PRINCIPAL

OTTAWA, ONT., Jan 1918.

Hon. W. L. Mackenzie King.
The Roxborough.
Ottawa

Dear Mackenzie King.

May I say, in reply to your letter, that I deeply appreciate your sentiments and principles on true democratic Liberalism. I believe I understand what Liberalism in its full sense implies. May I also thank you for your Kindness in offering to bring me to know Sir Wilfrid personally, and later I hope to avail myself of the honour through your Kindness.

My friend Broadfoot M. L. A. of my native County has become Leader pro. tem of Liberalism in the Provincial House. He is a good fellow, but lacks not in courage, principle, or fight but rather, I should say in finish; he may come up however. Certainly he has not an unattainable standard to reach to equal Hearst. But is that enough? I say, no. May I tell you that after teaching, Greek, Roman, English, Canadian History and the History of Western Europe, (Covering the Middle Ages and Modern times) for now over thirty years, I have often, perhaps a vain, ambition to be some time in the Local House — But —

Yours Sincerely

Robert Stothers.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36427

JUDGE MACTAVISH,
CHAIRMAN OF BOARD
CECIL BETHUNE,
SECRETARY-TREASURER

ALERE FLAMMAM
COLLEGIATE INSTITUTE
OTTAWA

A. H. MCDOUGALL, B.A., LL.D.
PRINCIPAL

OTTAWA, ONT., ... 191....

Lake -

I may say I am deeply interested in politics & Government. To-day I saw in Citizen mention of your name as Probable Leader of Liberal Party — I have no wish or desire to see the final Sir Wilfrid retire, but in suggesting your name to him I did it in a Proper & Courteous way of which he approved. Indeed he wrote me my suggestions, which were personal, were "eminently wise". I believe I am right in naming you as you have not in any way antagonized the French or any other race. Rowell. Calder &c &c. have trouble with the French Liberals. Can they ever atone for this? I do not believe they can. Your way is clear. Graham is not able enough man. He has not the intellectual calibre, & he has made enemies. Carvell is now in the hoal with Rowell et al. & anyway he looks finish. Otherwise he is industrious, able & clean. I am sincere in mentioning you as Probable successor to Sir Wilfrid. Do you know I had told Pound-foot once that his chance was coming & he said "I am too poor" —

Ah. My Dear Mr King, had I the means as long as I would I teach. Perhaps you will think I am posing as a Kind of Col. House — as Pres.t Wilson. My views are private. Only Sir Wilfrid & you are aware of my views at all. I however am hoping against hope for You. I asked Sir Wilfrid to get You into the House at once. You see Lemieux has two seats & I do wish one was vacated for You. Your entrance into House would place You where You could command the leadership. Between me, this is private — I am sending You a little piece of work I wrote a year ago on death of the Head

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36428

A. H. McGOUGALL, B.A., LL.D.
PRINCIPAL

ALBERT HANNAH

JUDGE MACTAVISH,
CHAIRMAN OF BOARD
CECIL BETHUNE,
SECRETARY-TREASURER

OTTAWA, ONT. 191

Jeremy of the name — poor Bob. I loved
the man, hence the tribute. Only a few copies
were printed for his family — the work is very imperfect so
do not be too critical

Believe me
Yours Sincerely
Robert S Watson

I believe Sir Allen
a Copy to Sir Wilfrid Also

RS

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36429

The Roxborough,
Ottawa, January 14, 1916.

Mr. Robert Stothers,
The Ottawa Collegiate Institute,
Ottawa.

Dear Mr. Stothers:

I have delayed thanking you for your letter of a few days ago, and its enclosure, until I had a moment of leisure in which to read quietly your tribute of appreciation to the memory of Lieutenant Robert Eric Greene.

I am very much obliged to you for your kindness in letting me have a copy of this tribute in prose and verse from your own pen. In the world to-day, there is far too little in the way of appreciation of the finer spiritual qualities of men, or of the important place such qualities hold in the making of a strong nation. It is, therefore, doubly gratifying to have the latent strength and beauty of unobserved lives revealed by those whose insight permits them to see into the really deep and beautiful things of life. When, some years ago, I wrote a little appreciation of my friend, Harper, and entitled it "The Secret of Heroism", I had in mind exactly what you had in writing the tribute to your young friend. We shall have more real heroism when the world appreciates that it is not a matter of chance, but one of the many fruits of noble character.

Let me thank you, also, for the words of your letter with reference to my own political future. It is indeed kind of you to entertain the view you do. No one realizes, however, better than I do how remote, even as a consideration, the suggestion which found place in the press despatches must necessarily be regarded. I should like to be in Parliament for the opportunities of public service it affords, but I am quite sincere when I say that my ambition is service rather than position.

I wish there were more men like yourself in our legislatures, and I should be happy were the door to the Legislature to open to you at any time. If I could ever be of assistance in helping to further such a project, you know you have only to command my service.

With kind regards,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36430

THE WASHINGTON MANOR HOUSE

·SULGRAVE·NORTHANTS·ENGLAND·



Purchased by the British Peace Centenary Committee in commemoration of 100 Years Peace among English-speaking Peoples, 1914.

THE COMMITTEE OF MANAGEMENT:

Chairman:

H. E. The American Ambassador in London,
DR. WALTER HINES PAGE

EARL GREY, G. C. B.
EARL SPENCER, K. G.
VISCOUNT BRYCE, O. M.
VISCOUNT COWDRAY
LORD WEARDALE
SIR WILLIAM MATHER
MR. HARRY E. BRITTAIN
MR. ROBERT DONALD
MR. ANDREW CARNEGIE, New York
MR. J. P. MORGAN, New York
MR. JOSEPH G. BUTLER, JR., Youngstown, O.
MR. T. COLEMAN DUPONT, New York
MR. ROBERT BACON, New York
GENERAL LEONARD WOOD, Charleston, S. C.
MR. JOHN A. STEWART, New York

Secretary: H. S. PERRIS, M. A.

AMERICAN OFFICE:
SUITE 3903,
WOOLWORTH BUILDING,
NEW YORK.

January 24th, 1918.

Hon. W. L. Mackenzie-King,

Ottawa, Canada.

My dear Mr. King:-

On the evening of February 21st at the Hotel Biltmore, The Sulgrave Institution, organized for purposes of Anglo-American friendship, will hold its first annual dinner. In the course of the next ten days a more formal invitation will be extended to you, in the hope that you may become our guest at dinner. Joining with us in this invitation will be a number of well-known Americans, representing every State in the Union.

We have the honor to be,

Yours most respectfully and sincerely,

Alton B. Parker
Chairman, Dinner Committee.

John A. Stewart.
Chairman, Sulgrave Board.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, January 28, 1918.

Mr. John A. Stewart,
Chairman, Sulgrave Board,
Suite 3903, Woolworth Building,
New York.

My dear Stewart:

I have just received the more than kind letter of January 24th from Mr. Parker and yourself, mentioning the intention of the Sulgrave Institution to invite me as a guest at dinner to be held on the evening of February 21st at the Hotel Biltmore, and indicating that a more formal invitation would be extended in the course of the next ten days.

Ordinarily, I should more than gladly accept the invitation, which I regard as no inconsiderable honour, but just at the present time there arnua number of reasons which make me desirous of avoiding much in the way of publicity. The very recent death of my mother is chief among these; but I also have on hand a book which I am seeking to bring to completion, and which I must get into the publishers' hands with as little delay as possible. I have asked to be excused from a number of engagements on account of this work, and in the circumstances I feel I should be hardly justified in accepting the invitation you extend.

I am writing you in preference to Mr. Parker, the Chairman of the Dinner Committee, as it is so recently we were speaking together. I should write Mr. Parker as well, but as I know you are constantly in touch with him, it seems to me preferable to ask you to show him this letter rather than to send him one of like purport. I should be obliged, however, if you would say how very much I appreciate his joining with you in writing me, and how grateful I am to you both for your kind thought of me in connection with the First Annual Dinner of the Sulgrave Institution.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36432

The Washington Manor House



Sulgrave, Northants, England

Purchased by the British Peace Centenary Committee in commemoration of 100 Years' Peace among English-speaking Peoples, 1914

The Sulgrave Institution

Founded "to foster friendship and to prevent misunderstanding among English-speaking peoples"; "to encourage, promote and promulgate the basic sentiments of democracy"; "to aid in upholding and maintaining the fundamental institutions of the English-speaking world, and in fostering the ideals which inspired their creation,"

Cordially invites

Mr. Mackenzie-King

to be the guests of the Institution at a dinner at the Hotel Biltmore, on Washington's Birthday Eve, the twenty-first of February, Nineteen-Eighteen, at seven-thirty o'cloch.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Dinner Committee

Judge Alton B. Parker, Chairman
Joseph G. Butler, Jr., Youngstown, Ohio, Treasurer
Perley Morse, Secretary

[Sulgrave Board of Governors]

Lord Aberdeen, London
Hon. Theo. E. Burton, New York
Joseph G. Butler, Jr., Youngstown, Ohio
Col. Bennehan Cameron, Stagville, North Carolina
Hon. William A. Clark, New York
Gen. George W. Davis, Washington, District of Columbia
William Curtis Demorest, New York
J. Taylor Ellyson, Richmond, Virginia
Samuel Gompers, Washington, District of Columbia
Hon. W. O. Hart, New Orleans, Louisiana
Herbert C. Hoover, Washington, District of Columbia
Andrew B. Humphrey, New York
Loomis C. Johnson, St. Louis, Missouri
Dr. George F. Kunz, New York
Robert C. Morris, New York
Harry Shaw Perris, London
Dr. Louis Livingston Seaman, New York
Dr. Robert Sharp, New Orleans, Louisiana
John A. Stewart, New York, Chairman
Hon. Charles P. Taft, Cincinnati, Ohio
T. Kennard Thomson, New York
Dr. Roland G. Usher, St. Louis, Missouri
W. Lanier Washington, New York
Major-General Leonard Wood, U. S. Army

George Ade, Brook, Indiana
Chaplain William A. Aiken, U. S. Army
Judge James F. Ailshie, Coeur D'Alene, Idaho
Dr. Edwin A. Alderman, Charlottesville, Virginia
Russell A. Alger, Detroit, Michigan
R. W. Austin, Knoxville, Tennessee
John Boyd Avis, Woodbury, New Jersey
Bernard N. Baker, Baltimore, Maryland
E. S. Baker, Bramwell, West Virginia
Mayor Martin Behrman, New Orleans, Louisiana
Edwin J. Beinecke, New York
Rt. Rev. Theodore D. Bratton, Jackson, Mississippi
Rt. Rev. Francis K. Brooke, Oklahoma City, Oklahoma
Harry L. Brown, St. Augustine, Florida
Milie Bunnell, Duluth, Minnesota
George W. Burleigh, New York
George Burnham, Jr., Philadelphia, Pennsylvania
T. M. Carrington, Richmond, Virginia
Alfred W. Cauthorn, Portland, Oregon
Dr. George C. Chase, Lewiston, Maine
Louis R. Cheney, Hartford, Connecticut
Winston Churchill, Windsor, Vermont
Henry Clews, New York

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36434

Dinner Committee

CONTINUED

George E. Cook, New York
William R. Corwine, New York
Charles Stewart Davison, New York
Rev. Henry M. Edmonds, Birmingham, Alabama
Dr. W. H. P. Faunce, Providence, Rhode Island
Carter H. Fitz-Hugh, Chicago, Illinois
U. S. Senator Duncan U. Fletcher, Jacksonville, Florida
A. E. Gallatin, New York
His Eminence, James Cardinal Gibbons, Baltimore, Maryland
Ex-Governor Herbert S. Hadley, Kansas City, Missouri
John Hays Hammond, New York
Judge W. R. Hammond, Atlanta, Georgia
James R. Hanna, Des Moines, Iowa
Judson Harmon, Columbus, Ohio
Judge Edward W. Hatch, New York
Job E. Hedges, New York
Albert H. Howe, Goldfield, Nevada
Ex-Senator Luke Lea, Nashville, Tennessee
A. H. Marble, Cheyenne, Wyoming
George W. Marble, Fort Scott, Kansas
R. F. Milam, Fort Worth, Texas
Dr. Samuel C. Mitchell, Newark, Delaware
Dr. J. S. Moffatt, Due West, South Carolina
Andrew J. Montague, Richmond, Virginia
Walter E. Moore, Sylva, North Carolina
Henry C. Morrison, Concord, New Hampshire
George T. Mortimer, New York
Dr. Cyrus Northrop, Minneapolis, Minnesota
Ex-Governor Chase S. Osborn, Sault Ste. Marie, Michigan
Dr. Logan W. Page, Washington, District of Columbia
Gifford Pinchot, Milford, Pennsylvania
Dr. Ira Remsen, Baltimore, Maryland
D. K. B. Sellers, Albuquerque, New Mexico
Dr. William Arnold Shanklin, Middletown, Connecticut
Dr. Albert Shaw, New York
Hon. R. A. C. Smith, New York
Alexander H. Spencer, New York
John B. Stanchfield, New York
James Burchard Stewart, Roselle, New Jersey
Hon. Oscar S. Straus, New York
Ex-Senator George Sutherland, Salt Lake City, Utah
Dr. John M. Thomas, Middlebury, Vermont
Dr. Charles F. Thwing, Cleveland, Ohio
Frank Tomlinson, Pine Bluff, Arkansas
Charles M. Turner, Brooklyn
Walter B. Walker, New York
Dr. H. K. Warren, Yankton, South Dakota
Robert Watchorn, Los Angeles, California
Dr. Arthur L. Weatherly, Lincoln, Nebraska
Edwin W. Wells, Prescott, Arizona
George W. Wickersham, New York
Edwin Wildman, New York
Wardner Williams, Pueblo, Colorado
George T. Wilson, New York

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36435

Certificate of Incorporation of The Sulgrave Institution.

We, the undersigned, desiring to form THE SULGRAVE INSTITUTION, a voluntary membership corporation, organized under the laws of the State of New York, all being of full age, and at least two-thirds (⅔) being citizens of the United States, and at least one of us being a resident of the State of New York, do hereby certify:

The name of the proposed organization is

THE SULGRAVE INSTITUTION, INC.

The specific purposes for which the said Institution is formed are:

First: To foster friendship and to prevent misunderstanding among English-speaking peoples;

Second: To inform our mutual peoples in the arts and practices of peaceful intercourse, for the benefit of our respective nations, and as a help and an example to all mankind;

Third: To encourage, promote and promulgate the basic sentiments of democracy;

Fourth: To discuss, to comment upon, to elucidate, explain and interpret questions of common interest, in public address and in printed publication;

Fifth: To bring together into a closer community of interest those societies, associations and general organizations, together with all individuals, that are engaged in any work which tends towards the understanding of Anglo-Saxon-Celtic point of view, culture, laws and related institutions;

Sixth: To aid in upholding and maintaining the fundamental institutions of the English-speaking world and in fostering the ideals which inspired their creation;

Seventh: To maintain buildings, which shall be used as a place of meeting and popular assemblage, as a repository of memorabilia, of historic relics, and as centers from which can be prosecuted and carried on the work in connection with the above-mentioned objects and purposes;

Eighth: The Institution may, if desirable, pursue its activities in association with the Board of Trustees of Sulgrave Manor, the ancestral home of George Washington in Northamptonshire, England, of which Board the American Ambassador to Great Britain is, ex officio, Chairman;

Ninth: The duration of The Institution shall be perpetual;

Tenth: The affairs of The Institution shall be directed by a Board of twenty-nine (29) Governors, who shall act in all respects as a Board of Directors;

Eleventh: The regular annual meeting of The Institution shall be held on the first Wednesday of June;

Twelfth: The principal offices of The Institution shall be located in the City of New York, United States of America, and it may have offices in the City of London, Great Britain, and branch offices may be established in other cities in other countries.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, February 11, 1918.

Mr. John A. Stewart,
Chairman, The Sulgrave Board,
Suite 3903, Woolworth Building,
New York.

My dear Stewart:

In accordance with the tenor of my previous letter to you, I am declining the invitation cordially extended by the Sulgrave Institution to be present at the Dinner on the 21st instant.

I expect, however, to be in New York early next week, and it is just possible that I may find I can arrange to stay over for the Dinner, in which event I should very much like to do so. Do you think it would be possible for me still to find a place at the table should I be able to let you know definitely, say, on Tuesday of next week?

I regret being obliged to write in this way, but it seems to me preferable to decline an invitation, with the hope of being admitted later, than to accept it with the possibility of having at the last moment to ask to be excused.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

T. W. No. 1

36437

Great North Western Telegraph Company of Canada.

CABLE SERVICE TO ALL THE WORLD.

TERMS AND CONDITIONS.

All messages are received by this Company for transmission, subject to the terms and conditions printed on their Blank Form No. 2, which terms and conditions have been agreed to by the sender of the following message.
This is an unrepeated message, and is delivered by request of the sender under these conditions.

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

036

1OMO HD 76 NL

W NEWYORK NY 18 FEB

HON W L MACKENZIE,KING

OTTAWA CAN.

EXIGENCIES OF STATE AS TO SIR ROBERT BORDEN SUDDEN ILLNESS OF SIR GEORGE FOSTER ILNESS OF WINSTON CHURCHILL UNEXPECTED CABINET BUSINESS AS TO SECRETARY LANE AND UNEXPECTED ABSENCE OF GENERAL WHITE AT CONFERENCE IN WASHINGTON FIRST FOUR BEING ON SPEAKERS LIST HAS DECIDED DINNER COMMITTEE TO POSTPONE FUNCTION UNTIL LATER DATE AS WE ARE UNABLE TO REPLACE OUR SPEAKERS DEEPLY REGRET THAT THIS MISFORTUNE SHOULD COMPEL SUCH ACTION BUT SEEMS TO BE NOTHING ELSE TO DO

ALTON B PARKER

4 35AM

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, February 26, 1918.

Mr. John A. Stewart,
Suite 3903, Woolworth Building,
New York City.

My dear Stewart:

I was sorry not to have had an opportunity of calling at your office before coming away from New York. I wanted to thank you in person for your kindness in having promised to secure accomodation for me at the dinner, and also to share with you a little of the disappointment I knew you must be experiencing at its postponement. I was unfortunately drawn into other matters while in the city, and had to forego some of the pleasures I had anticipated.

Let me also thank you for the trouble to which you went on my account. Will you also please thank Mr. Parker for the telegram sent on February 18th, which I found here on my return.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36439

The Brown Palace Hotel,
Denver, Colorado, November 9, 1918

Mr. John A. Stewart,
Chairman, Board of Governors,
The Sulgrave Institution,
Suite 3903, Woolworth Building,
New York City.

Dear Mr. Stewart:

I wish to thank yourself and other members of the Board of Governors of the Sulgrave Institution for the invitation extended to me to become one of the Honorary Associate Members. I have much pleasure in accepting this invitation.

With kind personal regards, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, June 26, 1918.

The Publishers,
"THE SURVEY",
112 East 19th Street,
New York.

Dear Sirs:

Mr. Mackenzie King has asked me to write to you to ascertain if you have any data respecting extra-mural or other school courses on social service work, which he could advise persons interested to take up in order to equip themselves as social secretaries, community workers, or for other work of a similar nature.

If you should not have at hand any material which would be helpful in this respect, perhaps you would be good enough to refer Mr. King to some source to which he might apply for information of the kind.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36441

B. LASKER

THE SURVEY
112 EAST 19TH STREET · NEW YORK

July 2,1918.

Mr. Mackensie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

Your enquiry concerning training for social service is not quite clear to us. You say you wish to know respecting extra-~~bureau~~ mural or ~~of~~ other school courses. What exactly do you mean by that? And do you wish our reply to be limited to New York City or for the country as a whole? In New York City there is, in addition to the New York School of Philanthropy with which I assume you to be familiar and which is running a very full program in its Summer School this year, The Training School for Community Workers (70 5th Ave.), of which John Collier is the Director and which is for the purpose primarily of training people for community center work. The Y.M.C.A. and Y.W.C.A. each make definite provision for the training of workers. The New York University, the Institute for Public Service, of which William H. Allen is director (51 Chambers Street), and the Bureau for Municipal Research (261 Broadway), both train workers more particularly for municipal employment. The New York Training School for Deaconesses (Amsterdam Ave. &110 S t.) trains women for parish work. These are about all the training facilities there are in the city, I think, in addition, of course,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36442

THE SURVEY
112 EAST 19TH STREET · NEW YORK

to the sociological departments of the various Universities, in which, however, I take it you are not interested. I herewith send you recent numbers of the Survey, giving announcements of various Summer courses for social workers which may interest you.

Yours truly,

B L/CV

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36443

The Roxborough,
Ottawa, July 5, 1918.

Mr. B. Lasker,
Office of "The Survey",
112 East 19th Street,
New York.

Dear Mr. Lasker:

I am greatly obliged to you for the information contained in your letter of July 2nd, just received. The particulars you have so kindly given are precisely what I wish to have, so far as New York is concerned.

What I meant in my letter, respecting extra-mural courses, might possibly have been better expressed by the term 'correspondence courses' or 'extension courses' which would afford facilities for persons in distant parts of the United States to equip themselves at least with theoretical aspects of social service work.

While in Colorado recently, I was asked by a young lady who acts as Assistant to the Dental Surgeon in the coal camps of the Colorado Fuel and Iron Company, if I knew of courses of a nature which might enable her to become sufficiently familar with social service work and requirements to fit herself for a position as Community Secretary, without incurring the expense which a visit to Eastern America would occasion. It was really this inquiry which prompted the communication sent you in my secretary's letter of June 26th.

I am greatly obliged to you for sending me recent numbers of "The Survey" containing announcements of various summer courses for social workers. All of this no doubt will be helpful, not only in making answer to the particular inquiry mentioned, but in other directions as well.

Please accept my most cordial thanks for your generous assistance.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36444

Bruno Lasker



THE SURVEY

112 EAST 19TH STREET · NEW YORK

July 8, 1918.

Dr. Mackensie King,
The Roxborough,
Ottawa, Canada:

Dear Mr. King:

I am glad if the information I sent you has been of value. In further reply to your question, as elucidated by your letter of July 5th, we never heard of any correspondence course in social service, and incline to the opinion personally that such a course anyhow would be useless unless taken by some one already engaged in social work, wishing to prepare for some specific public employment for which an entrance examination is required.

Yours very truly,

B Lasker

BL/CV

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36445

c/o J. R. Booth
Ottawa

My dear King,

re Conversation at Club.

Merely to confirm our talk
to-day - no one should attribute
great importance to a discussion
of the kind referred to, but as you
seemed to take it seriously, I
think it well to say that in the
talks afterwards, such as often
takes place after an interesting
argument, I reported my under-
standing of your point of view
to be that force should be
discredited and that to avoid
justification, even if apparent only,
of forcible military measures, it
would be desirable that Germany
should be beaten in some

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

other way, presumably by economic pressure, than by a complete triumph of the allied arms. I do not agree with this view, which I understand you now disown, but it is intelligible and is held by many estimable patriots. I do not suppose you think I have been going around representing you as a pro-German. Why should you think I should desire to injure you? I may, and indeed do, dissent from many of your views, which I have before and no doubt shall again protest against, but this does not detract one from a friendly feeling.

Sincerely yours
Herbert V. Thomas

April 2nd 1918.

P.S.

If anyone misrepresents anything I said, please show them this letter or refer them to me.

H. V. T.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36447

The Roxborough,
Ottawa, April 5, 1918.

Mr. Herbert I. Thomas,
C/o J. R. Booth's Office,
Ottawa.

My dear Thomas:

I would have acknowledged immediately your kind note of a day or two ago, had I not expected to see you at the Club, and to thank you in person for it.

Please believe that I attach no importance to the matter of our conversation other than my desire to stop the circulation of a rumor which, in the form in which it came to me, was not less of an injustice to you than to me. I have never doubted the friendliness of your feeling; otherwise I should not have spoken to you about the matter. However, having once done so, my mind became entirely at rest, and I have given no thought to the matter one way or the other.

With kindest regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ 36448 Industrial Relations T.

United States Railroad Administration

W. G. McADOO, Director General of Railroads

BALTIMORE & OHIO RAILROAD { EASTERN LINES / NEW YORK TERMINALS
STATEN ISLAND RAPID TRANSIT RAILWAY
WESTERN MARYLAND RAILWAY

CUMBERLAND VALLEY RAILROAD
CUMBERLAND & PENNSYLVANIA RAILROAD
COAL & COKE RAILWAY
WHEELING TERMINAL RAILWAY

A. W. THOMPSON,
FEDERAL MANAGER

BALTIMORE, MD.,

On Line, September 2nd, 1918- 4

Personal

Dear Mr. King:

Appreciated very much the opportunity of having a personal chat with you. My only regret is that it was so very short. Your interest in railroad matters, and particularly in reference to wage matters, has appealed to me greatly.

I hope to have another opportunity to discuss these matters with you at some convenient time. At any time you may have occasion to make a trip over any of the above lines, possibly I shall be going in the same direction, and will be glad to have you wire me if you should ever contemplate such a trip, providing, of course, it is convenient for you to do so.

The labor problems in the United States, I believe, are going to be absorbing questions after the conclusion of the war, and those pertaining to the railroads, of course, interest me very much, and as I know what study and thought you have given these matters, I am very anxious to discuss them with you.

With kind personal regards, and hoping I may have the pleasure of a further chat at some time in the near future, believe me,

Yours very sincerely,

A. W. Thompson

Mr MacKensie King
Member of Parliment
Ottawa, Canada.

P.S. Am enclosing a few pamphlets which I thought might interest you. → Sent under separate cover to this name -

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36449

The Roxborough,
Ottawa, September 10, 1918.

Mr. A. W. Thompson,
Federal Manager,
United States Railroad Administration,
Baltimore, Maryland.

Dear Sir:

Your communication of the 2nd instant, addressed to Mr. Mackenzie King, has been received here to-day.

I am sending your letter and its enclosures on to Mr. King at his summer residence at Kingsmere, Que., where he is engaged in completing the revision of the manuscript of his forthcoming book. On account of the urgency of this work, Mr. King has had to forego practically all correspondence of late. If, therefore, an immediate personal reply to your letter should not be received, will you kindly accept this communication as an acknowledgment of its receipt.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 25, 1918

Mr. A. W. Thompson,
General Manager, U.S. Railroad Administration,
Baltimore, Maryland:

My dear Mr. Thompson:

On the 2nd of September you sent me a most generous and appreciative letter, the receipt of which was acknowledged by my secretary at the time it came to hand. As explained in the acknowledgment made to you, I was busy at the time completing the revision of the manuscript of a book on industrial reconstruction, upon which I have been engaged for some time past. Before the manuscript was completed, galley proofs of the first chapters of the book began to come in, and up until to-day I have been steadily engaged in the work of proof-reading and revision. This is the first day for over a month past that I have attempted anything in the way of correspondence.

I can assure you it was a most exceptional pleasure to me to have had the opportunity of meeting you and sharing the hospitality of your car on the way out of Fairmont, Virginia. I wish very much the opportunity for conversation had been longer than it was. I hope the early future may afford some further occasion, and that we shall have a real chance to talk over together matters in which we are mutually interested.

I shall be glad to keep in mind the invitation extended in your letter, to communicate with you in the event of it appearing that we are likely to be somewhere along the same line of railway at the same time.

I was exceedingly pleased to receive the pamphlets which you so kindly sent me under separate cover. I expect to leave at the end of this week for a short absence in Colorado, and I am taking the pamphlets with me to read on the journey. I regret that, having been so immersed in the work I have just brought to completion, I have not had an earlier opportunity to read either of the pamphlets.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I cannot permit even this brief acknowledgment of your kindness to go forward without adding a word of special thanks for the all too generous and encouraging inscription I find within the cover of one of the volumes. Though I cannot believe it has been my good fortune to contribute in any appreciable way to the stabilizing of relations between Capital and Labor on this continent, it is nevertheless an incentive to further efforts in this direction to receive so kindly an expression from one who has taken an important part in the shaping of industrial development. I shall always remember with much gratitude both your thought of me, and the generous expression it has found.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

FAN-NA-GREINE,
COTE DES NEIGES ROAD,
MONTREAL.

36452

Dear Mr. King. April 3. 18.

You will be surprised to hear from me. Seeing it is not Christmas - but I know you have a feeling of - Sympathy for young men in a strange place. - Am only seven - eleven years of age. Was joined the Canadian Tank Battalion & leaves for Ottawa in the morning. He is simply a private - & almost a stranger in the Battalion - I must explain a few things about Trevor. — He has just successfully passed all the exam -

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36453

reckons for third year Science at
Mc. Gill - Sometimes ago he applied
+ was accepted for the Royal Flying
Corps. But when he reported at Toronto.
was rejected - as too highly strung
for flying. Last summer he was as-
sistant Signal instructor at Val.
Cartier Camp. - he has applied for
a Commission with the Royal Canadian Engineers.
But he is too young - I am telling
you these things so that you may know
something about Trent.
I do not quite know why I am writ-
ing you at all - but, perchance - you
may know - some one in the Tanks.

if so. I feel sure you will tell him
about our precious boy. -
How long the Battalion will be in
Ottawa. we do not know - if you know
its movements - will you tell us. -
for if Trent does not get leave - we
would like to go up to see him
before going. -
We hope you are very well - also
Jennie & Mac - it is long since
we have seen many of our old
friends - but we remember each
one. - With our kindest -
Believe me -
Sincerely yours -
Lennox B. Thompson.
Regards

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 11, 1918.

Dear Mrs. Thompson:

I am sending this hurried note just to explain why your letter of some days ago has not been acknowledged. For the last fortnight I have been away in the States, and I have returned to Ottawa only for a couple of days before leaving again, this time to go as far west as Colorado.

Your letter was the first knowledge I had of there being a Tank Battalion in Ottawa; so it is impossible for me to say at the moment what the probable movements of the Battalion are likely to be. Not knowing who the officers are, it is equally difficult for me to promise to be of much service along the lines you have suggested. However, having your letter I shall make it a point of trying to find out something about the Battalion and its officers.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I shall try also to see your boy, and if in any way I can be of help to him, you may be only too sure that it will afford me the greatest happiness. I know only too well what your feelings must be at this time, and I should welcome indeed a chance of being of any service whatever.

I hope you will forgive this typewritten note, but I am greatly pressed in the matter of correspondence at the moment, and I do not wish to delay longer in letting you know of the receipt of your letter.

I expect to be out of the city again tomorrow, but to be back next week, and shall try to get in touch with the Battalion at once.

It is very kind of you to inquire concerning Jennie and Max. Jennie and her family are all well, and Max is about as well as can be expected. Perhaps you know of his having come down with tuberculosis about five years ago. He mastered the disease sufficiently to be able to write a book on "The Battle With Tuberculosis and How To Win It"; but so far as his practice goes,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

he is not able to do more than an hour's work at a time. Both he and Jennie will be pleased, I am sure, to have your remembrance of them, and I shall be pleased to tell them of your thought of them.

With kindest remembrances to Mr. Thompson and yourself, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mrs. E. B. Thompson,
Fan-na-Greine,
Cote des Neiges Road,
Montreal.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Brown Palace Hotel,
Denver, Colorado,
June 10, 1918.

Dear Mrs. Thompson:

You will, I fear, wonder what became of me after the letter I sent you from Ottawa some weeks ago. If I remember rightly, I mentioned in the letter that I had only just returned from an absence in Baltimore and Boston when your letter was received. I had hardly got back to Ottawa before I was obliged to arrange for the trip on which I have been during the past fortnight, in connection with an inspection of the coal mining camps of Colorado and the iron mining camps of Wyoming. The necessity of making this trip having followed so quickly on my return to Ottawa, I was left without opportunity of doing more than prepare for the journey and the absence which it involved.

I tried to see your boy and get some particulars of the Battalion to which he belongs, and I had real hope of being of some service to him. Unfortunately, the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

pressing nature of my obligations left me with virtually no time at my disposal, and I was obliged to come away without having been able to carry out the intentions of which I wrote you.

I cannot say how deeply I regret this circumstance, but I hope you and Mr. Thompson will understand just how I have been placed. If the Battalion is in Ottawa when I get back from here, I shall surely find out your boy and see something of him. Meanwhile, I can only hope that this opportunity may still be accorded me, and above all that, wherever he may be in the course of this awful war, your son will survive all its vicissitudes and return in safety to Mr. Thompson and yourself.

It makes me feel quite badly that I have not been able to comply with the very slight request of your letter. If by any chance there has been mention in the papers of the nature of my present work, you will perhaps understand just how difficult it was for me before coming away to have the opportunity I had hoped for.

With kind regards, Believe me,

Yours very sincerely,

Mrs.Gardner Thompson,
Fan-na-Grein,
Montreal, Que.

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

FAN-NA-GREINE,
COTE DES NEIGES ROAD,
MONTREAL.

36459

Dear Mr. King —

Your letter from Colorado — received — it is indeed like yourself to take the trouble of writing when so many other things press. —
I did hesitate writing you at all. but now am rather glad I did so. it is good to get a line or two with old friends — & such fine Christmas Greetings — I know quite well. you would have done anything you could for Trent. had you been in Ottawa. She wanted to know you — so he had

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

heard husband & me speak of you.
This last week we heard that the
Tank Battalions has reached the other
side - We are thankful - & again &
again proud of our British Navy.
Trevor had his stripes before he left -
was attached to Headquarters of the
Battalions for Signalling - We had letters
from Halifax - bright hopeful despite
the discomforts of being packed like
sardines in a tin. -
Thank you for your kind wishes for
our boys - a cable from Burton re-
lieved us entirely - Saying "Fine
strapping Man Ever" -.
Need I assure you that any time

you are in Montreal - it will be
our pleasure to see you - If you
can spare a Sunday since we have had
you in our house. -
Kindest messages to Jennie
Mac - poor Mac - he is indeed
one of the bravest best. - all kind
wishes for yourself -
Believe me - Ever your -
Sincere & Grateful friend -
Jennie B. Thompson.

June - 23.18.

36400

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."

36461

21st Dec. 1918

Dear Mr King,

I thank you for your "Industry and Humanity" of which I read the first ninety pages last evening with much interest, and an increasing perception that you put things not only well but convincingly, wherefore the book should be very useful. Much pondering on the Hell that unregulated "Progress" has made I am world led me some months ago to conclusion

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

that the more or less unconscious
devotion of the Press to Capitalist
interests is a chief bar to true
Humanitarian Progress; which
condition can be reformed only
by making Advertisements of all
Kinds a Government monopoly, and
giving "Papers" only the cost of
printing & publishing ads! Soon
after I came, after many years of
consideration, to this conception, I see
it had been reached by Lenine
and Trotsky! It is sound, anyhow.

Merry Christmas and all good
wishes to You. Yours sincerely,

Hon W.L. Mackenzie King
Ottawa

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36463

LIGNITE UTILIZATION BOARD

OF CANADA

CREATED BY THE DOMINION GOVERNMENT

BY ORDER IN COUNCIL

CANADA

R. A. ROSS, MONTREAL, CHAIRMAN
J. M. LEAMY, WINNIPEG
J. A. SHEPPARD, MOOSE JAW
LESSLIE R. THOMSON, SECRETARY
R. DeL. FRENCH, ENGINEER
EDGAR STANSFIELD, CHEMICAL ENGINEER

MONTREAL

80 St. Francois Xavier St.

The 4th of November, 1918.

The Hon. W. L. MacKenzie King,

"The Roxborough"

Ottawa, Ont.

My dear Mr. King:-

It occurred to me that you might be interested in the activities of the Lignite Board, of which I have recently been appointed Secretary,- hence the enclosed circular.

I am looking forward very much to your new book.

With kind regards and hoping to see you in Ottawa before long,

Believe me to be,

Faithfully yours,

LRT/FM

Lesslie R. Thomson

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES

CANADA

36464

Canada

LIGNITE UTILIZATION BOARD
OF CANADA

To those who may become interested in a business way in the activities of the Lignite Utilization Board of Canada the following information is addressed:

CONSTITUTION—The Board is created by an Order-in-Council of the Dominion of Canada supplemented by an agreement as to finances with the Provincial Governments of Manitoba and Saskatchewan, by which the three governments have appropriated $400,000 for the use of the Board.

BUSINESS STATUS—In its relation towards business interests, the Board has the powers of an incorporated company to buy, sell, make contracts, hold property, etc. In its relation to the Government, it is a trust, holding and expending funds provided by the governments, and having power to hold property in trust.

REASON FOR CREATION OF BOARD—The citation of part of the Order-in-Council will give clearly the reasons for the creation of the Board:

> "That there are large deposits of lignite underlying various districts of the Provinces of Saskatchewan and Alberta, some of which, in the raw state can only be utilized when freshly mined, and are, moreover, unsuited in such state to household use;"
>
> "That by carbonizing this lignite, a coke or charcoal is obtained which briquettes readily and, without consideration of the by-products such as oil, pitch, ammonia sulphate, gas, etc., the result is to turn two tons of inferior fuel into one ton of briquettes approximating, in heating value, anthracite coal with practically the same heating value in the domestic furnace as the two tons from which it was made;"

IMMEDIATE OBJECTIVE—The immediate objective of the Board is the carbonizing and briquetting of the lignites of southern Saskatchewan for domestic use.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

PROGRAMME—To reach this objective the following will be the steps undertaken:

(a) A thorough investigation will be made of all machines and processes in use on this continent covering carbonization of coal, the use of binders, and briquetting.

(b) With full information at hand regarding machinery and processes, the Board will construct or contract for a plant of commercial size adjacent to the developed mines of southern Saskatchewan.

(c) After operations are developed to a point where a commercial product may be obtained, the Board will distribute its output through the ordinary channels of trade.

(d) While the production of domestic fuel is the immediate objective, the by-products derived therefrom will be studied, as will also the use of carbonized or powdered fuel for commercial power purposes.

NOTES—It is proposed that the capacity of the carbonizing and briquetting plant shall be not less than ten tons per hour.

Western Canada has heretofore imported about 500,000 tons of anthracite from Pennsylvania at a cost of about $5,000,000 per annum.

Canada's coal resources are greater than those of any country in the world, with the exception of the United States. Much of Canada's coal, however, requires treatment before being available for satisfactory domestic use.

It is expected that a successful outcome of the development undertaken by the Board will result in the establishment of an industry of national importance.

PERSONNEL—The personnel of the Board appointed by Order-in-Council of the Dominion Government is as follows:

R. A. ROSS, Consulting Engineer, Montreal, Chairman
The Honorable J. A. SHEPPARD, Moose Jaw, Sask.
J. M. LEAMY, Provincial Electrical Engineer
of the Government of Manitoba, Winnipeg.

STAFF—The Board has appointed the following staff:

LESSLIE R. THOMSON, A.M.E.I.C., Secretary.
EDGAR STANSFIELD, M.E.I.C., Chemical Engineer.
R. DeL. FRENCH, M.E.I.C., Engineer.

ADDRESS—For the immediate present, work will be carried on in Montreal at the address given below, but thereafter it is anticipated that headquarters will be established at some point in the western provinces of Canada.

Address all correspondence to Lesslie R. Thomson, Secretary, Lignite Utilization Board, 80 St. Francois Xavier Street, Montreal.

R. A. ROSS,
Chairman.

Montreal, October 1st, 1918.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

November 9, 1918

Mr. Lesslie R. Thomson,
Secretary, Lignite Utilization Board of Canada,
80 St. Francois Xavier Street,
Montreal, Canada.

My dear Mr. Thomson:

I thank you for sending me the enclosure contained in your letter of the 4th instant, outlining the activities of the Lignite Utilization Board. You are quite right in assuming that the work of this Board is a matter of interest to me; while it is also a pleasure to have knowledge of the work with which you are associated.

I received word from the publishers this morning that my book would likely be out by the last week of this month. I hope you will not be too seriously disappointed in its contents when you come to peruse its pages.

With kind regards, Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, March 19, 1918.

Dear Mrs. Tibbits:

I enclose the letters which I received from New York in answer to my communications addressed to Mr. Rockefeller, Jr. and others respecting Mrs. Robert's little girl. Would you please return this correspondence to me when you have finished reading it over. It explains, better than I could in a communication, the exact situation.

In looking over memoranda I kept at the time, it would appear that, when the letter from Dr. Allen of the Rockefeller Institute for Medical Research came to hand, I was away on an Easter vacation. My secretary, Mr. McGregor, received the letter in my absence, and, knowing how important the matter was, phoned Mrs. Robert's house immediately. He found that the little girl had left with

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

her mother for Boston, evidently to see a physician whom Dr. Allen had recommended in correspondence. Mr. McGregor read over Dr. Allen's letter to Mr. Robert, and later a copy of the letter itself was given to him.

I was surprised when you mentioned on Sunday that no word had come from New York, as I had been under the impression that ever since the time of the correspondence, Dr. Allen's letter had opened the way to what you and Mrs. Robert had in mind. If, however, you had not known of Dr. Allen's letter, and should feel that the course he suggests woudd still be of advantage to Mrs. Robert's little girl, I am sure, were you to correspond with Dr. Allen direct, he would be quite ready, as his letter says, to see that anything possible under the conditions would be done by the Rockefeller Institute.

You will be able to see from Mr. Rockefeller's letter to me, as well as from the other correspondence, just how far I have gone in the hope of being able to arrange this matter, and how difficult it would be for me to hope to exert further

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

influence. The most effective step seems to me to be the one I suggest in this note, and which is that advantage be taken of Dr. Allen's letter to me for communication to be opened with him direct, should there still be a desire to take advantage of what he proposes. You are at perfect liberty to refer to Dr. Allen's letter to me in any correspondence which you may wish to have with him.

I am sure you know that I would be only too glad to co-operate with you in rendering any service that may be possible, to get Mrs. Robert's little girl into the Institute; but I am sure, after reading over the correspondence, you will feel as I do that for me to attempt to do anything more would be to embarrass rather than aid the situation, and that it would be better for the matter to be taken up direct.

With kind regards.

Yours sincerely,

Mrs.A.R.Tibbits,
305 Besserer Street,
Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

My dear Mr. King:

This is to remind you of our conversation last Spring in connection with your apartment at The Roxborough.

At that time you thought you might be giving it up in the Fall. If you have come to any definate conclusion about it. I should be pleased to know.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Those front apartments have such a good view, and seem particularly well arranged for my family.

We are engaging our summer home at Lame Point; and as we are not far from your Kingsmere home - I hope you may take a run up to see us before the summer ends.

The road is fine for motoring - as you know.

Quite apologize for bothering you about the apartment. Enjoying your visit & Ican from you very much

Believe me

Yours very sincerely

Wm. R. Willis

Mrs. R. Willis
Lame Point
Quebec.

Aug. 9, 1918.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

My dear Mr. King:

From what I have learned since I wrote to you this morning in connection with your apartment. (If agreeable to you) I think perhaps it would be as well for us, to take over your lease, from you, that is if you are vacating the apartment - as I understand

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

that there is a long waiting list
and unless one can sub-let an
apartment from a tenant - that
the chances of getting into the
Roxborough this Fall are slim.
Our application has been in for
a very long time - but I imagine
there are others even ahead of us.

Thanking you in advance
for all the trouble I am giving
you in this matter and hoping
to hear from you soon

Believe me
very sincerely yours
May Sumtall Tibbits

Fame Point
Quebec.

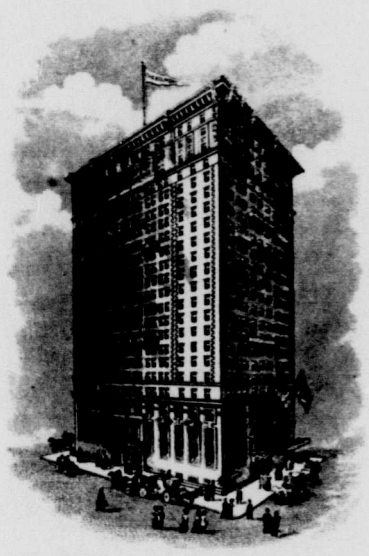
Aug. 9, 1918.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36474



Hotel Belmont

FORTY-SECOND ST.
AT PARK AVENUE
(OPPOSITE GRAND CENTRAL TERMINAL)

CABLE ADDRESS "MONTBEL"

B.L.M.BATES.

New York

New York,
August 15, 1918.

Dear Mrs. Tibbits:

Your letter of the 9th instant has just reached me here.

As my future movements are so uncertain, I have decided not to give up my apartments at The Roxborough, but to keep them as they are. Should I be away for any length of time, I may undertake to allow some person to make use of the rooms furnished, but I think it better not to give up the apartment altogether.

I wish I were near enough Farm Point at the present time to take a run up to see you there. Though I have been trying to spend part of the summer at Kingsmere, a good deal of it has been spent in different cities in this country. Perhaps before the summer is over I may have the pleasure of seeing you.

With kind regards, Believe me,

Yours sincerely,

Mrs.A.R.Tibbits,
Farm Point,
Quebec,
Canada.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36475

SPECIALTIES

BAUSCH & LOMB
MICROSCOPES
PROJECTION APPARATUS

CHEMICALS
CHEMICAL APPARATUS

THE TOPLEY COMPANY

132 Sparks Street

SPECIALTIES

BAUSCH & LOMB
ENGINEERING INSTRUMENTS

EASTMAN PRODUCTS
KODAKS

BINOCULARS, BAROMETERS

OTTAWA
CANADA April 1,1918.

Hon.W.L.Mackenzie King,
Roxborough Apts.
Ottawa.

Dear Sir:

Some time ago you brought in to us an album and some photographic prints. You requested us to remove certain prints from the ald album and mount these together with the loose prints which you supplied in an album which you selected.

We did this and returned the old album, the new album and the negatives, but we understand that you have been unable to locate the negatives which we returned. Our Mr.Sproule gave this matter his personal attention, and states that the negatives were placed inside heavy paper pocket which we use for delivering amateur prints, and this pocket was placed in the old album. He was also to supply you a film album but as we did not have this on hand at the time we were unable to send you this article.

We hope the above will enable you to locate the negatives as Mr.Sproule states quite positively that both the old and the new albums were sent you in the same package. We have on hand at the present time an additional order for you from some of the negatives, and are unable to proceed with the same until you can let us have the negatives required. We commend the above to your attention and remain,

Yours truly,

THE TOPLEY COMPANY.

JOJ/LS

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 2, 1918.

The Topley Company,
132 Sparks Street,
Ottawa.

Dear Sirs:

I have received this morning your letter of the 1st instant, with reference to certain loose negatives which have gone astray.

In your letter you mention that I requested you to remove certain prints from the old album, and mount these, together with the loose prints which I supplied, in an album which I selected; that you did this, and returned the old album, the new album, and the negatives; but you understand that I have been unable to locate the negatives which you returned.

Your letter indicates clearly that you are in error as to the nature of the transaction of which you write. In the first place, I made no request to remove certain prints from an old album, as I had no prints to be removed. The album which I brought with me at the time of bringing the loose prints, was an album which had been presented to me as a gift, and my purpose in bringing it was to see if it would be a suitable one in which to have the prints I brought mounted. I also brought the album to indicate the order in which I wished the loose prints to be mounted, either in the album which I brought with me or another to be selected. I saw a loose-leaf album which seemed to me just exactly what I wished to have, and I requested that the loose prints be inserted in it in the order in which they were in the album which I brought.

At the time of purchasing the new album, I placed an order also for a film album which was shown me at the time. I requested that the negatives which were attached to the loose prints should be inserted in the film album, and the number on the film album placed opposite the print in the new album which I purchased.

You are ~~quite~~ mistaken in saying that I have been unable to locate the negatives which you returned. I thought I made it quite clear, in calling two or three times at the

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

store, that the negatives were not returned. All I received back from you was what you refer to as the old album and the new album with the loose prints mounted, also some negatives and fresh prints made from the same for which I had placed a separate order, and which did not relate to those which were mounted. The parcel that came to me on ~~the~~ phone message just before I left for New York contained the old album, the new album, with the loose prints mounted, and an inside heavy paper pocket, which I have, but which contained only the negatives and the prints from the same which were in the nature of a separate order, but which did not contain the negatives of the prints which were mounted.

There is clearly a mistake in saying that I was to be supplied with a film album but that as you did not have it on hand at the time you were unable to send the article, inasmuch as I selected the film album while I was in the store. What makes me believe that Mr. Sproule, while doubtless perfectly sincere in what he says, has evidently mistaken my order for another, is that when I spoke of the matter to him several days ago he mentioned that he had placed in the new album, opposite the mounted pictures, the number corresponding to a number which had been placed on the films. I subsequently took the album into your store and left it there to be shown Mr. Sproule, that he might see that no numbers whatever had been placed on the pictures that were mounted.

Mr. Sproule is quite right when he says that both the old album and the new album were sent me in the same package. He is quite right also when he says that in the same package was an inside heavy paper pocket in which were both new prints and negatives, but the only negatives included were those which corresponded with the new prints (which, by the way, were subsequently sent for mounting and have been mounted in the new album). He is in error, however, when he is under the impression that this package, or any other package, contained the negatives of the 40 odd prints that were mounted. These I did not receive back, and they must be somewhere in your own establishment. I sincerely hope you will be able to recover these negatives, as they are all ~~the~~ negatives of pictures of my mother taken shortly before her death, and therefore cannot be replaced. My purpose in having them taken ~~in~~ the many different postures in which they were, was to send an album containing them to a sculptor in Italy who is making a marble bust of my mother's head. You will realize, therefore, how valuable these prints are.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Let me say that I noticed the omission of the film album and negatives when the package was received; but as there had been a considerable delay in sending me the albums, and as they came only in answer to a phone message mentioning that I was leaving for New York that day and wished to have the album with me, I assumed that the films themselves were being held for purposes of numbering, on which there had been some delay. As soon as I returned from New York I had my secretary phone Mr. Sproule and ask about the ~~album~~ film.

I am sorry to be obliged to write at such length or to differ in the least with the positive statements which your letter contains. As, however, there are evident inaccuracies in these, I am sure you will feel I am justified in believing that, as regards the missing negatives, there may also be a mistake. Were I not wholly sure of all the circumstances I have mentioned, I would not trouble you in the matter, but under the circumstances I should like again to request that a further search be made for the negatives in question.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36479

SPECIALTIES

BAUSCH & LOMB
MICROSCOPES
PROJECTION APPARATUS

CHEMICALS
CHEMICAL APPARATUS

THE TOPLEY COMPANY

132 Sparks Street

SPECIALTIES

BAUSCH & LOMB
ENGINEERING INSTRUMENTS

EASTMAN PRODUCTS
KODAKS

BINOCULARS, BAROMETERS

OTTAWA
CANADA

April 8,1918.

Hon.W.L.Mackenzie King,

Roxborough Apts.

Ottawa.

Dear Sir:

We have to hand your favor of the 2nd, and have made a very exhaustive search for your negatives, and exceedingly regret to state that we are unable to locate them.

If you will be good enough to let us have the prints from these negatives, we shall be glad to make copies of them.

Some time when you are passing, we shall appreciate if you will call when we shall be glad to discuss with you some of the various points raised in your letter.

We certainly regret this matter very much, and can very well appreciate how you feel in regard to it. Assuring you of our desire to do the best we can to replace the original negatives, we remain,

Yours truly,

THE TOPLEY COMPANY.

JOJ/LS.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 17, 1918.

The Topley Company,
132 Sparks Street,
Ottawa.

Dear Sirs:

Referring to my communication of the 2nd instant, Mr. Sproule will doubtless have explained to you that I called, at the close of last week, to let him know that the films which had gone astray have been recovered, and that the mistake was not his, but due to an oversight on my part in not taking all the enclosures which came in the package from your office.

I regret very much the embarrassment which this has occasioned, and am indeed sorry for the inconvenience it has caused, as well as the seeming injustice to Mr. Sproule. He, I think, understands the circumstances, as I explained them to him.

I shall be much pleased if you will kindly show him this communication, that he may know I have sought to make such amends as are within my power.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, December 17, 1918

The Circulation Manager,
The Toronto Daily Star,
Toronto, Ontario.

Dear Sir:

Would you kindly send to Mr. Mackenzie King, at the above address, three copies of the Star Weekly of Saturday, December 14, and three copies of the daily edition of the Star of the same date. I enclose 15 cents in Canadian stamps to cover the cost of the papers and the postage on the same. If this amount should not be sufficient, kindly have the papers sent on, and let me know what additional amount should be remitted.

What is desired in each case is to have copies of the articles which these two numbers of your paper contain regarding Mr. King's book, "Industry and Humanity". It would be sufficient, therefore, to send only the pages containing these articles; but if you cannot place them readily, it will be as acceptable to have the whole numbers.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

7 Grays Inn Residences
Clerkenwell Road E.C.1
London. March 2. 1918

My dear Mr. King,

I have been often thinking of you since I received the news of your dear Mother's death I have wished to write but owing to the Raids I have lost much time in resting & also in waiting about while they are on & so my correspondence has to be neglected. I know how deeply you loved your Mother & her loss is a great blow to you especially after your Father's & Sister's deaths. I feel very much for you. You have the great comfort of knowing you were a loving Son & that you gave her much happiness by your splendid public work

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The memory of her beautiful character will always be an inspiration & comfort to you & you will feel her near you as long as you live. I am glad you have a full & busy useful life as this will help you to bear up. Service for others is one of the greatest comforts we can have in sorrow. I hope your Brother's health improves. I wonder when you will come to England again. I should like to know whether you have been elected. I hope so. We have had some sunshine making us think that Spring is coming. The beauty of Nature & human fellowships & music & art & great literature are more precious than ever in this terrible time. They are the eternal things which lift us above the darkness into God's light. I keep up my various social gatherings & my friends find them a help & a pleasure so they are worth carrying on.

God bless you & comfort you
I hope you keep well
Yours very sincerely
Gertrude Tupper

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36484

HENRY H. ROLAPP, PRESIDENT
DENVER, COLO.

TRUMAN G. PALMER, EXECUTIVE SECRETARY & TREASURER
WASHINGTON, D. C.

UNITED STATES SUGAR MANUFACTURERS ASSOCIATION

BUREAU OF STATISTICS
901 UNION TRUST BUILDING, WASHINGTON, D. C.

TELEPHONE, FRANKLIN 6864 CABLE ADDRESS: "TRUMAN"

TRUSTEES:
W. L. PETRIKIN, DENVER, COLO.
J. ROSS CLARK, LOS ANGELES, CALA.
CARMAN N. SMITH, BAY CITY, MICH.
W. H. HANNAM, SAN FRANCISCO, CALA.
C. W. NIBLEY, SALT LAKE CITY, UTAH
S. W. SINSHEIMER, DENVER, COLO.
C. G. EDGAR, DETROIT, MICH.
E. C. HOWE, DENVER, COLO.
H. H. ROLAPP, DENVER, COLO.

June 26, 1918.

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

Dear Sir:-

At the request of Mr. S. M. Edgell, Vice-President of the Great Western Sugar Company, I take pleasure in forwarding to you under separate cover a loose-leaf binder "Concerning Sugar", and have placed your name on our mailing list to receive all additional sheets as they may be issued from time to time.

I also am sending you several pamphlets which I have issued relating to various phases of the sugar industry.

Thanking you to acknowledge receipt of the binder and pamphlets, I am,

Very truly yours,

Truman G. Palmer

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36485

The Roxborough,
Ottawa, June 29, 1918.

Mr. Truman G. Palmer,
Executive Secretary and Treasurer,
United States Sugar Manufacturers Association,
901 Union Trust Building,
Washington, D. C.

Dear Sir:

I have received your letter of the 26th instant, informing me that you are forwarding under separate cover a loose-leaf binder, "Concerning Sugar"; also several pamphlets which you have issued relating to various phases of the sugar industry.

The loose-leaf binder has come duly to hand, and I beg to thank you for the receipt of the same. The pamphlets have not as yet been received, but as soon as they are I shall have pleasure in sending you an acknowledgment.

Allow me, in thanking you for these publications, also to express my appreciation of your kindness in having my name placed on the mailing list of your Assocation, to receive additional sheets as they may be issued from time to time.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, July 2, 1918.

Mr. Truman G. Palmer,
Executive Secretary and Treasurer,
U. S. Sugar Manufacturers Association,
901 Union Trust Building,
Washington, D. C.

Dear Sir:

In Mr. Mackenzie King's absence there have been received to-day from your office four pamphlets concerning the beet sugar industry, reference to which was made in your letter of the 26th ultimo, which Mr. King has already acknowledged.

I send this note to inform you of the receipt of these documents and to let you know that they will be placed before Mr. King immediately on his return to the city.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36487

The University Club
Fifth Avenue & 54th Street

New York, April 5th, 1918

MR. W. L. MACKENZIE KING,
The Roxborough,
Ottawa, Canada.

Dear Sir:

Mr. Samuel Sloan, who is no longer Secretary of The University Club, has handed me your letter to him of March 23rd.

We are much interested in the plans of the Rideau Club which you outline, and it will give us very great pleasure to be of any assistance in our power.

I think that the best way of meeting your wishes is to send you, for the Rideau Club, a copy of the "History of The University Club", by our former President. Mr. James W. Alexander, recently published, which I think you and the members of the Club will find very interesting in itself and which contains a detailed statement of what our Club has done in regard to its collection of books, portraits, and memorabilia.

While we have a Library Committee, an Art Committee, and a Prints Committee there is no one Committee which has charge of all of the activities which you mention. I doubt if any one could give you more complete information ~~already in book form~~ than is to be found in the Club History.

I have ordered sent to the Rideau Club, in your care, a copy of this History, which I shall be pleased to have the Rideau Club accept with our compliments. After you have looked it over if there is any point as to which you would like more information we should be very glad to endeavor to supply it.

Yours very truly,

Samuel H. Ordway

SECRETARY.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 10, 1918.

Mr. Samuel H. Ordway,
The University Club,
Fifth Avenue and 54th Street,
New York.

Dear Sir:

I desire to acknowledge your letter of the 5th instant.

I very deeply appreciate your kindness in presenting the Rideau Club with a copy of the "History of the University Club", by its former President, Mr. James B. Alexander. I know the volume will be very much appreciated by the Club's members, and its statement of what the University Club has done in regard to its collection of books, portraits, and memorabilia is exactly the information I was most anxious to obtain.

There is usually a delay of a day or two in the receipt of books from the United States. Accordingly, I have thought it well not to await the receipt of the volume before acknowledging your letter. As soon, however, as the volume is received, it will be duly acknowledged. Meanwhile, will you kindly accept on behalf of our Club a most cordial expression of thanks for your generous co-operation.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 16, 1918.

The Secretary,
The University Club,
Fifth Avenue and 54th Street,
New York.

Dear Sir:

On behalf of Mr. W. L. Mackenzie King, and in his absence from the city, may I inform you that a copy of Mr. James W. Alexander's volume, "A History of the University Club of New York", has duly come to hand.

Mr. King is expected to return within a day or two, when he will no doubt send a personal acknowledgment.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36490

April 17, 1918.

Dear Sir:

I desire to acknowledge with very sincere thanks the receipt of the volume of the "History of the University Club of New York", which you have so kindly had forwarded in my care to the Rideau Club of Ottawa, with the compliments of the University Club of New York.

I am transferring the volume to the President of the Club, with a note explaining the circumstances under which it has come to hand. The volume will be suitably inscribed, and will constitute the first of the gifts the Club has received in its collection of memorabilia, in accordance with the resolution unanimously adopted at the annual meeting just held.

I am sure it will interest you to know that the Rideau Club of Ottawa obtained its charter the same year as the University Club of New York obtained its charter. In point of time,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

their history is the same. The volume you have so generously sent will serve, I am sure, as an inspiration and most valuable guide to the committee of the Rideau Club in its endeavors to develop and preserve features of historic and literary interest pertaining to the Club's traditions and associations.

Yours very truly,

W. L. MACKENZIE KING

Mr. Samuel H. Ordway,
Secretary, The University Club of New York,
Fifth Avenue and 54th Street,
New York.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, June 26, 1918.

The Registrar,
Rochester University,
Rochester, N. Y.

Dear Sir:

Mr. Mackenzie King has learned that a course for employment managers is being given or is to be given at Rochester University, and he is desirous of obtaining, if possible, particulars with reference to the course, not with a view of attending, but merely to be informed concerning its nature, scope, etc.

If you have at hand any descriptive material available for distribution, Mr. King would be grateful if you would send him such documents as may be useful in this connection.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 T.W.

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

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

3649

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

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

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

414 N J 60 1 EX NL

FY ROCHESTER NY 29

W L MACKENZIE KING

JUN 29 1918

663

THE ROXBOROUGH OTTAWA ONT

INDEPENDENT OF YOUR LETTER OF JUNE TWENTY SIXTH WE WROTE YOU CARE ROCKEFELLER INSTITUTE REQUESTING YOU TO SPEAK TO OUR CLASS FRIDAY AFTERNOON JULY TWELFTH ON SUBJECT OF THE ROCKEFELLER INDUSTRIAL PLANT OF COOPERATION STOP WONT YOU COME AND SPEAK AND LET US FULLY EXPLAIN OUR COURSE AND SHOW US IN OPERATION STOP I KNOW YOU WILL BE INTERESTED

MEYER JACOBSTEIN

DIRECTOR..

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36494

N.L. 2

NIGHT LETTER

The Great North Western Telegraph Company of Canada.

Exclusive connection with the
WESTERN UNION TELEGRAPH CO.

Cable Service
to all the world

Z. A. LASH, President

GEO. D. PERRY, General Manager

Receiver's No.	Time Filed	Check

SEND the following NIGHT LETTER subject to the terms printed on the back hereof, which are hereby agreed to

Ottawa, June 30, 1918.

Meyer Jacobstein,
Director, Rochester School of Employment Management,
University of Rochester,
Rochester, N. Y.

Your wire received to-day first intimation of any communication from you. I much regret my engagements during July already so numerous as to make impossible accepting invitation you have extended. If opportunity offers later, possibly in September, will gladly endeavor to arrange to visit Rochester and speak.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, June 30, 1918.

Mr. Meyer Jacobstein,
Director, Rochester School of Employment Management,
University of Rochester,
Rochester, N. Y.

Dear Sir:

Your telegram of the 29th instant addressed to Mr. Mackenzie King came to hand to-day just as Mr. King was leaving Ottawa for Pennsylvania. He sent you at once the following telegram in reply:

> "Your wire received to-day first intimation of any communication from you. I much regret my engagements during July already so numerous as to make impossible accepting invitation you have extended. If opportunity offers later, possibly in September, will gladly endeavor to arrange to visit Rochester and speak."

As intimated in this message, Mr. King has received no other communication from you. It is possible that your letter of the 26th instant, sent to him in care of the Rockefeller Institute, may have gone to the Rockefeller Institute for Medical Research in New York, or to The Rockefeller Foundation, with which latter institution until recently Mr. King has been associated. In any case the letter will no doubt be forwarded forthwith, and Mr. King will see it immediately on his return to Ottawa.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36496

THE UNIVERSITY OF ROCHESTER

WAR EMERGENCY COURSE ON EMPLOYMENT MANAGEMENT

MEYER JACOBSTEIN, DIRECTOR — ROCHESTER, NEW YORK

July 6, 1918

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

Dear Sir:

Enclosed you will find the letter and enclosure which we sent you before our recent correspondence with you. This was returned to us yesterday.

The invitation contained in this letter will hold for sometime when you are not quite so busy, perhaps September as you suggest in your wire to us. We very much want you to be with us and discuss this subject of Industrial Plan of Cooperation, and hope that you will be able to be here for our Third Course which will open in September. We expect to have a much larger class at that time. Our present class of forty-four students will be representing about one hundred thousand employees, and our Third Course of perhaps one hundred and fifty students will no doubt help a good many thousand employees. You can see, therefore, why we feel that you are making our Government a real contribution by coming here to discuss the important topic which we have asked you to present to us.

Very truly yours,

E. Park Harman.

PH/W

Assistant Director

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36497

THE UNIVERSITY OF ROCHESTER

WAR EMERGENCY COURSE ON EMPLOYMENT MANAGEMENT

MEYER JACOBSTEIN, DIRECTOR — ROCHESTER, NEW YORK

June 27, 1918

Mr. MacKenzie King
Care Russell Sage Foundation
New York City

Dear Sir:-

Possibly you have heard of the government work which we are doing at the University of Rochester, in conducting war emergency courses of six weeks duration, on the subject of "Employment Management." I am enclosing herewith a prospectus, which will give you some of the details of our work.

We are very much interested in the subject of Rockefeller's Industrial Plan of Cooperation, with which you are intimately connected, and we would like very much to have you give a talk or lecture to our class on this subject. Would it be possible for you to help us and the government to this extent by being with us on Friday afternoon, to present and discuss with us this plan?

We have forty-four students in the class, and I am enclosing herewith a copy of the students, showing the firms which they represent. You will notice that we have them from coast to coast and from a variety of industries. We sincerely hope that you will find it possible to come. However, in the event that you yourself are too busy at this time to be with us, could you send us a representative who could present this subject to us?

Thanking you for any consideration which you can give us, we are

Very truly yours,

Meyer Jacobstein
S. Clark Harman.

PH/GB--Enc.

Directors

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

LIST OF STUDENTS IN SECOND COURSE

Bitters, A. E.	Reserve: Storage Committee. Probationsl.
Bowman, Claire	Seattle Construction & Dry Dock Co. Seattle, Todd Drydock & Shipbuilding Corporation Wash.
Brooks, Lewis	Reserve: Storage Committee
Brown, Arling D.	Reserve: Shipping Board, Emergency Fleet Corporation
Burke, Arnold J.	Springfield Armory, Springfield, Mass.
Colnon, Ralph T.	The Standard Parts Company, Cleveland, O.
Cook, Harry F.	Reserve: Storage Committee
Cooley, Robert C.	The Standard Parts Co., Cleveland, O.
Cooper, Miss Hazel D.	Larned, Carter Co., Detroit, Mich.
Culyer, Piercy M.	Russell, Burdsall & Ward Bolt & Nut Co., Port Chester, N.Y. Fed. Emp. Service
Currie, Vaughn R.	The Texas Company, Houston, Texas
Dollen, Chas. Joseph	Bausch & Lomb Optical Co., Rochester, N.Y.
Graver, Peter L.	Cutler Desk Co., Black Rock, N.Y.
Herron, Howard Marvin	The Texas Company, Bayonne, N.J.
Hine, Miss Charlotte	Ordnance Dept., Women's Division
Hoskins, Mrs. Jean	Reserve: Ordnance Dept.
Hullinger, Rex R.	The Dayton Wright Airplane Co., Huntington, Ind.
Husband, Mrs. Ann	State Employment Bureau, Rochester, N.Y.
Keech, Harold A.	Reserve: Emergency Fleet Corporation
Kelly, Orren E.	National Malleable Castings Co., Sharon, Mercer Co., Pa.
Landry, W. C.	Louisiana Shipbuilding Corporation, Slidell, La.
Leroux, George J.	National Malleable Castings Co., Toledo, O.
Lucas, John J.	Brown Shoe Co., St. Louis, Mo.
Lyle, James D.	National Malleable Castings Co., Cleveland, O.
Maeyer, Chas. Fredk.	General Electric Company, Erie, Pa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36499

Mallary, Benjamin E.	Reserve: Emergency Fleet Corporation
Marshall, J. Thomas	Sun Shipbuilding Co., Chester, Pa.
Martin, Clyde H.	Northwest Steel Co., Portland, Oregon
~~Nugent, P. J.~~	~~Probationer~~
O'Leary, Arthur P.	National Malleable Castings Co., Chicago, Ill.
Rose, William M.	Reserve: Emergency Fleet Corporation
Searles, Roland A.	Reserve: Storage Committee.
Smith, Francis C.	Reserve: Emergency Fleet Corporation
Stearns, Mrs. Eleanor M.	Reserve: Storage Committee
Sutton, Granville G.	Reserve: Emergency Fleet Corporation
Thiel, Harry S.	The Pusey & Jones Company, Wilmington, Del.
Umla, Charles	Standard Oil Co. (Gilbert & Parker Plant, Springfield, Mass.)
Van Etten, Arthur L.	Reserve
Way, Edward A.	Aberfoyle Mfg. Co., Chester, Pa.
Wilson, Miss Ida May	Reserve: Storage Committee
Winslow, Wm. V.	Michaels, Stern Co., Rochester, N. Y.
Wolf, Joseph E.	National Malleable Castings Co., Melrose Park, Ill.

SPECIAL STUDENTS, NOT OFFICIALLY ENROLLED

Goldstein, Isadore	Not connected.
Smith, Clarence F.	Not connected.
Williamson, Miss	Not connected.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36500

The Roxborough,
Ottawa, July 9, 1918.

Mr. S. Park Harman,
Assistant Director,
War Emergency Course on Employment Management,
The University of Rochester,
Rochester, N. Y.

Dear Sir:

I have received to-day for Mr. Mackenzie King your letter of the 6th instant and its enclosures, including your communication of the 27th ultimo and information relating to the War Emergency Course on Employment Management.

Mr. King is at present out of the city, but I shall see that your communication reaches him at the first opportunity. On his behalf may I thank you for the response you have made to his request for information.

Yours very truly,

F.A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

H. FONTAINE,
Proprietor.

36501

VICTORIA HOTEL
QUEBEC.

March 24th 1918

Rt. Hon. W. MacKenzie King

My Dear

Mr. A. was somewhat surprised to receive your letter dismissing [illegible] Thursday. It was not unexpected, matters had just turned out as they should. Last evening I went to Chronicle office with a letter, as follows explaining me in Telegraph of Saturday. It was not my intention. And my name should appear but the Privacy the Editor would not vacate it unless I prepared my explanation, which I did. I am enclosing you a copy. Faithfully

James Cook

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

D.G.T. CAMP, G.H.Q.

19th Sept. 1918.

My dear Father:-

I returned last night from a very interesting day, examining rail heads in some of the forward area recently in the occupation of the enemy. The front was very quiet, though fighting was taking place a comparatively short distance from where I was. The results of this fighting have been very satisfactory indeed. I found everywhere the strongest indication that the enemy had intended to remain for the winter in his advanced lines. This was shown by the immense quantities of supplies of every description he had left behind, even to the extent of heavy locomotive shop machinery brought forward, evidently with the intention of establishing a locomotive repair shop in the place where the machinery was deposited. Thousands of tons of coal, and enormous quantities of engineering stores, rails, etc.etc.

The big 15 ' gun captured by the Australians a few days ago and duly reported in the press is a further indication. It was on a fixed base, and had the enemy not decided to remain, he would never have brought the gun forward.

The towns and villages through which the Boche retired are no more, as towns Albert, Peronne, Fins, Merville, all of which I have seen recently, are badly shattered. It would be a good thing if all those who prate of peace with Germany could see these sights. The unanimous reply of the Allies to Austria's peace note must have settled their speculations. However, they are all withour pride, and we can expect them to try it again. The Prussian will come to his knees as soon as he believes that he

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

is beaten. As long as the Kaiser Government can hoodwink the German people the war will go on, but I cannot help feeling that we have seen the beginning of the end. - I saw some inspiring sights at an advanced dressing station yesterday. - a good many wounded coming through, some of them sorely hurt, but without exception lighting on the nail and sticking it. Wonderful is the English Tommy. Their chief anxiety was to know the result of the fighting, and a few set up a cheer at the information I was able to give them.

The American troops are showing up well; they are most enthusiastic and learning fast. Their stunt of a few days ago is a great incentive to better things, and for that reason it is good they didn't find too much opposition.

In the fighting of yesterday and the day before - - very heavy fighting - - the British and Australians have taken over 10,000 prisoners and some 60 guns. - all very splendid, but not any better than the Canadian Corps.

Hope you are well again and strong,

Much love,

Your affectionate son,

GEORGE.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36504

June 10, 1918.

Mrs. Elizabeth Van Dusen,
132 East Thirty-fifth Street,
New York, N. Y.

Dear Mrs. Van Dusen:

Your letter of the 29th ultimo, with reference to the Clinic for Defective Speech, 143 East 37th Street, has reached me here.

I regret that I am not, as supposed by you, connected with the Rockefeller Institute. During part of 1914 and up to the end of last year, I was connected with the Rockefeller Foundation; but having completed the studies on industrial relations on which I was engaged for the Foundation during that period, my association with the Foundation terminated, as indicated, at the close of last year.

I happen at the moment to be with Mr. Rockefeller, Jr. in Colorado; but my relationship with him is that of an adviser on matters pertaining to industry, and not one of a person associated either directly or indirectly with any of the Rockefeller interests or philanthropies. My relationship being what it is, I hardly feel at liberty to discuss with Mr. Rockefeller, Jr. the subject matter of your letter, knowing as I do that his policy in all matters of the kind is that of referring them in the first instance to the organization to which it seems they might be most appropriately referred.

As between the Rockefeller Institute for Medical Research and the Rockefeller Foundation, it has seemed to me that the latter organization would be the one more likely to be interested in the particular work to which your letter relates. Not knowing when I may be again in New York, I am accordingly taking the liberty of sending your letter on to the Secretary of

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

the Foundation as a matter of possible interest to that body.

When next in New York, I shall gladly avail myself of your kind invitation to visit the Clinic personally, and shall be happy if at the same time I may look forward to the pleasure of renewing with you the pleasant talks we had together on one or two occasions.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

P.S. - Mr. King was obliged to leave for Wyoming immediately after the dictation of this letter, and asked me to express his regret at not having the time to sign the letter himself. Rather than delay in sending an acknowledgment, he thought it well to ask me to sign on his behalf.

F. A. McGREGOR
Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36506

MURRAY BAY
POINTE A PIC, P.Q.
CANADA

June 19
1918

Dear Mrs King

How exceedingly kind of you to send on my letter, and I hope it did not give you trouble. Thanking you so much for doing this

Thanking you again, and

Believe me always

Sincerely yours,

Mrs Mabelle Van Wagner

(Mrs Samuel C. Van Wagner)

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I may say, Dr. Dunn was mean, and I earnestly hope that I shall be in Kleinburg when you visit the Clinic. It will interest you.

Dewper seems a far cry from Murray Bay, does it not but I hope you will receive this with not too late for I want you to know how much I appreciate your kindness to me.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36508

CONSULAT
DE
BELGIQUE.

No. ..... d'ordre .....
..... annexes

Chicago, Ill., Etats-Unis, le 8 June 1918
Room 431—108 North State Street
Telephone Majestic 7670

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

Dear Sir,

I have come to the U.S. as a member of a Mission appointed by the Belgian Government for investigating the Taylor System or better the Methods of Industrial Management. Dr Rose of the Rockefeller Foundation told me that you had made such an investigation and I take the liberty of writing you under his auspices.

The future of Belgium will rely mainly upon the rebuilding of its industries. This has to be done "up to date" in both technical and social ways, in order to promote the National peace and prosperity. I would be most grateful

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

if I could have your advice and if possible an interview. May I ask you to be so kind & letting me know where it would be most convenient for you to meet you.

I should also appreciate very highly the favor of having a copy of your report and some suggestions concerning the factories, institutions and personality most useful to be seen in regard with Information about the most progressive and successful of industrial management.

With the assurance of my deep consideration, I remain,

Very respectfully yours

Alvord Burke.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, June 22, 1918.

Professor Albert Van Hecke,
C/o The Belgian Consulate,
Room 431, 108 North State Street,
Chicago, Illinois.

Dear Sir:

I received, on my return to Ottawa this morning after an absence of some weeks in Colorado, your letter of the 8th instant, mentioning your mission to the United States for the purpose of investigating the Taylor System, or, more broadly, the methods of industrial management in the United States.

Had your letter been received in Ottawa a day or two sooner, it would have been forwarded to me to Colorado, and I might have had the pleasure of calling upon you while passing through Chicago only three days ago. It would be a pleasure, indeed, for me to place at your disposal any information or data I have collected in connection with my studies for the Rockefeller Foundation on the subject of industrial relations. I doubt, however, if the material I have is what you are desirous of obtaining. My study has been in large part theoretical, and concerned primarily with the principles underlying right relations in industry. It covers the broad field of industrial relations, but touches only incidentally upon what is technically known as Scientific Management.

I enclose, for your personal information, an account of the nature of my work for the Rockefeller Foundation, which was submitted privately to the Trustees some little time ago. No report of the work itself has as yet been publicly made by the Foundation. At the moment, however, I am engaged in bringing to completion a volume which I hope to lay before the Trustees of the Foundation not later than the end of the present summer. The material is to be published later in book form, by a firm of publishers in Boston. I am being pressed by this firm to let them have the manuscript at once, and in order to effect its final revision with as little interruption as possible, I am leaving this afternoon for a little cottage in the country, to continue steadily on the work until it is brought to completion.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I shall gladly see that, as soon as the type is set, advance sheets of my book are sent to you in galley proof form. Indeed, it is my purpose to go over the galleys of this book with a number of persons in different cities in America, before permitting a final publication of it. Should a perusal of the galleys indicate that the work is at all along the lines in which you are specially interested, I should be glad indeed to arrange for a personal conference with you. I doubt, however, if a conference at an earlier date would be of much service to you one way or the other, and I should certainly hesitate to suggest your thinking of coming to Ottawa solely for the purpose of an interview. If you would be so kind as to acquaint me with the possible length of your stay in America, and of your probable itinerary during the next month or two, I shall very gladly keep in mind your probable movements and arrange my plans, should occasion so permit, so as to coincide with your own as to some place of meeting which would be mutually convenient for purposes of conference.

As you speak specifically in your letter of the Taylor System, I assume that you have already made the acquaintance of the officers of the Taylor Society, a Society to Promote the Science of Management, and that you will have received from that source particulars as to persons and institutions you should see while in America. As the Taylor Society is devoted to the promotion in America of the work in which you are specially interested, it would be presumptuous on my part to assume that I could give you any information which would not have already been covered in interviews or communications with the officers of the Society.

The University of Chicago had on its staff, in the person of the late Professor R. F. Hoxie, an eminent authority on the subject of Scientific Management. It is just possible that Professor J. Laurence Laughlin, the head of the department with which Mr. Hoxie was connected, may be in a position to advise you of the men with whom Professor Hoxie associated in his work. If you are making your headquarters in Chicago, I should think an interview with Dr. Laughlin might be of real service to you.

Hoping that I may have the pleasure of making your acquaintance in the not too distant future, and wishing you every success in your important mission, I am, with deep regard,

Very respectfully yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

very well. And before many months I hope and believe that she will be receiving substantial royalties on her book. I'm supplying titles for the page proof I am reading it for the fourth time and am more than ever impressed with the vigor and vitality of her work. It is tremendously egotistical and technically not perfect (perhaps that is partly my fault), but it rings true and it is

"INDUSTRY AND HUMANITY"
36512

HOUGHTON · MIFFLIN · COMPANY · BOSTON
4 PARK STREET

15 May 1918

Dear Mr. King:

At last I have had opportunity to talk with Miss Hasanovitz about her evening with you, and find that the pleasure and profit she received from it more than compensated for any effort she may have made to keep the engagement. She greatly appreciated

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

your thoughtfulness,
but made it very evident
that her pleasant memory
would be marred if
associated with money,
even in so slight a way.

Undoubtedly, she has
still before her a few
months of hard pulling
financially, but I think
after that she will not lack
sufficient means. Last
Sunday night, in my
room, she sang for a
professor of music at
Smith College - Henry
D. Sleeper. Mrs. Sleeper is
familiar with folk songs
of many countries, but
had never heard any
from the Ukraine. She
transcribed a half dozen
or more, as Miss
Hasanovitz sang them
and was enthusiastic
in expressing his
confidence that she
can use them success-
fully in connection
with talks on the Ukraine.
Perhaps Miss Hasanovitz
told you of a talk she
gave one evening at a
private house in
Brookline. She held
her audience then

W. L. Mackenzie King Papers

Volume 41

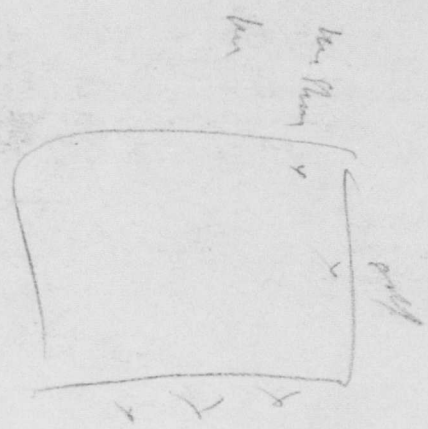
PUBLIC ARCHIVES PUBLIQUES
CANADA



dramatic and human.

I am looking forward eagerly to reading your manuscript. Work is the biggest thing in life, and of all remedies for human ills that is most effective which teaches an appreciation of labor. Please do not be chary in putting your own personality into your books. It will help - and you will not be sorry.

Sincerely,
Alverda Van Tuyl



W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36515

Ottawa, May 21, 1918.

My dear Miss Van Tuyll:

I am ever so much obliged to you for the kind and welcome letter which I have received from you, and especially for the trouble you have taken on my behalf in ascertaining from Miss Hasanowitz her feeling about accepting repayment of the expense to which she was put in arranging for the interview we had together when I was in Boston.

I am glad to know that our talks together afforded her something of the same pleasure that they gave me. I was much taken with her personality, and shall follow her career with genuinely sympathetic interest.

I am glad to know what you tell me of her voice, and that the opportunity she may have of developing her talents in this direction as well as in the way of public speaking. She is certainly gifted on many sides, and merits the best the world can give her because of the brave and splendid fight she has made, not for herself and family alone, but for those who are daily sharing like hardships. I am glad she has you as a friend as well as a guide and counsellor.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

I have been prevented, since my return from Boston, from making the headway on the work of revision of my manuscript which I had hoped to make, and I have written Mr. Greenslet to see if I cannot secure a little leeway in the matter of time which will give me a chance to revise the book as a whole before sending in any part. I know I can improve it greatly if I have one solid month to put on it. I am not, I fear, much good in doing work in little instalments, work especially in the nature of final revision, which demands a constant bird's-eye view of the whole.

I thank you for the helpful encouragement which the concluding paragraphs of your letter give me. I enjoyed very much the pleasure of meeting and talking with you in Boston, and it gives me a special pleasure to know that I am to have your co-operation in the ultimate making of the book.

With kindest personal regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Miss A. Van Tuyll,
The Houghton Mifflin Company,
4 Park Street,
Boston, Mass.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36517

possibly in condensed form, in the dummy of your book so that the dealers may get a more concrete idea of your subject. It is used as the basis of all preliminary advertising, so we should like to have it as soon as you can conveniently return it to us since our travelers will begin work before long on the fall books.

Very truly yours,

AVT/HJ

Alverda Van Tuyll.

I thank you for your letter. In the midst of so many, many books in which my interest is more or less perfunctory it is a joy to welcome such as yours and Miss Hasanovitch, and I am looking forward with unusual pleasure to any share I may have in its making. Sincerely,

A. Van T.

HOUGHTON · MIFFLIN · COMPANY · BOSTON
4 PARK STREET

May 24th, 1918.

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

Dear Mr. King:-

One of the things Mr. Greenslet left for me to do when he went away on his fishing trip was the preliminary description of your book. Not having read the MS., my only material has been Mr. Greenslet's report and my memory of what you told me of your work, so I am enclosing the description in a very humble spirit, hoping that you will amend or re-write it as you think best. Especially, I feel that I may have omitted much that is pertinent in sketching your activities. Our English Who's Who is an old one and I know that you have done a great deal since 1914 which doubtless should be included.

The description is for the information of our travelers, and will also be pasted,

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36518

4 June 1918.

Dear Mr. King:

I hate to interrupt — but the Press is calling for a description of your books to paste in the dummies, and I am trying to make them wait till you send me the corrected copy. If you could send it soon, it would help us all.

Sincerely,
Alveda Van Tuyll.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36519 ROCKEFELLER FOUNDATION.
"INDUSTRY AND HUMANITY."

June 10, 1918.

Miss A. Van Tuyll,
The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Miss Van Tuyll:

Your letter of May 24th reached me here a day or two ago. This is the first opportunity I have had of sending an acknowledgment.

I return the descriptive page enclosed with your letter, and you will observe have taken advantage of your suggestion to make a few amendments and revisions. Lest you might find the pencilling impossible to decipher, I have had the page rewritten, and have attached it to your original draft. Please feel free to make any changes or alterations in what I have written.

I have been going through the coal mining camps of Southern Colorado with Mr. Rockefeller, Jr., and this afternoon we are leaving for the iron mines of Wyoming. It is most interesting to see how splendidly the Industrial Representation Plan, which was inaugurated at the time of our visit about three years ago, has worked out. The trip is just what is needed to enable me to bring certain features of my book up to date.

You will observe that I have eliminated from the generous description you have given me as an author, the reference to my part in the drafting of the so-called 'Colorado Representation Plan'. This I do not less in justice to others who shared in the work of the preparation of the Plan than for reasons which seem to me expedient in other ways. I hope you will not mind my eliminating this feature.

Perhaps, too, I should point out that I am not at the present time connected with the Rockefeller Foundation. I completed, at the end of last year, my official connection with

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36520

the Foundation. My present relations with Mr. Rockefeller, Jr. are those solely of an industrial counsellor.

I expect to leave here at the end of the present week, or, at the latest the beginning of next week. I should be obliged if you would mention this circumstance to Mr. Greenslet, and let him know that I am counting on returning direct to Ottawa, where I shall recommence at once the final revision of my book. It is my hope to begin forwarding copy before the month is out.

I have not yet received from Mr. Greenslet the form of contract or the dummy volume. Should these documents not have commenced their journey westward when this letter reaches you, I should be obliged if you would ask to have them forwarded to me at Ottawa.

-- I enclose a memorandum of a minute adopted by the Rockefeller Foundation at its last meeting, which Mr. Greenslet will doubtless be pleased to see. It gives in a formal way the authority as to my rights with respect to the studies I have made for the Rockefeller Foundation.

-- I also enclose, as a matter of possible interest to you and Mr. Greenslet, a clipping from one of the Denver papers with reference to memorial services at Ludlow. I have already sent Miss Hasanowitz a similar cutting, but if you are seeing her, I am sure she will feel that what I told her of Mr. Rockefeller's attitude toward Labor, and particularly toward the problems of Colorado, is fully borne out by this incident, which might well be made a part of any reference to Ludlow as a factor of significance in the Labor movement.

Thanking you again for your kind personal interest in my work, Believe me,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

P.S. - Perhaps you would kindly forward to me, as prepared, any printed copy of the enclosed notice or other material referring to the book which you think may be of interest.

Note - Mr. King was obliged to leave for Wyoming immediately after the dictation of this letter, and asked me to express his regret at not having the time to sign the letter himself. Rather than delay in sending an acknowledgment, he thought it well to ask me to sign on his behalf.

F. A. McGREGOR
Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36522

Title: INDUSTRY AND HUMANITY. A Study in the Principles Underlying Industrial Reconstruction.

Author: Hon. W. L. Mackenzie King.

Size and Price:

For Publication:

Highly specialized technical training and experience in investigating and helping to settle labor disputes in many countries give to this book peculiar interest and authority. Following the introduction the chapters take up the following subjects:

Industrial and International Unrest
The World Aspect
The Human Aspect
Confusion or Progress
Underlying Principles in Industry
Principles Underlying Peace
Principles Underlying Work
Principles Underlying Health
Representation in Industry
Government--Education--Opinion

An appendix contains charts and diagrams illustrative of industrial relations, and there is a full analytical index.

THE AUTHOR: After graduating from the University of Toronto, Mr. King specialized in economics at the University of Chicago and Harvard University, and later studied at European universities. He was Editor of "The Labour Gazette" and Deputy Minister of Labour for Canada from 1900 to 1908, and Minister of Labor for Canada in the Laurier administration, 1909-11. He has acted as conciliator in many important industrial strikes. Mr. King has also had a wide experience in dealing with problems of immigration, and in this connection represented the Government of Canada on important missions to England, India, China, and Japan. During 1914-17, he was engaged upon an extensive study of Industrial Relations for the Rockefeller Foundation.

The assertions and suggestions in "Industry and Humanity" are pointed by incidents from the author's own experience and the human element is a vital factor in the book. Industry is viewed as in the nature of social service,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

and especial attention is given to the rights of the public and to the community point of view in all matters pertaining thereto. It is a work of great value to employers, legislators, educators, social workers, and labor leaders, and will be of interest to all who are concerned with the changing relations of labor, capital, management, and public interests.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Doubtless they have been forwarded to you by this time, or, you will find them waiting for you on your return.

It is pleasant to hear of your interesting and successful trip, and I trust that the presence of Mr. and Mrs. Rockefeller at the Ludlow Memorial services may be the earnest of a better understanding which shall prevent any occasion for such a gathering in the future. Miss Hasanovitz happened to come to the office just after I had finished reading your letter and I showed the cutting to her. She has not yet seen the one which you sent to her, but as she has been moving around quite a bit lately it probably has merely been delayed in reaching her. It must be very gratifying to see your efforts work out to such splendid results--a privilege comparatively few of us are able to enjoy.

With best wishes,

Sincerely yours,

Alverda Van Tuyll

AVT/HJ

36524

HOUGHTON · MIFFLIN · COMPANY · BOSTON
4 PARK STREET

June 18th, 1918.

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

Dear Mr. King:-

Thank you very much for the revised description. We shall use it just as you have written it, and will be careful to avoid any reference to your part in the drafting of the Colorado Representation Plan . This description is not printed but will be multigraphed and used as a basis of advertising. So far I think nothing has been done about your book except this description and the preparation of the dummy. I will send you a multigraphed copy of the description as soon as it is ready.

I handed over to Mr. Greenslet the copy of the authorization from the Rockefeller Foundation, and have asked him about the contract and the dummy. These, he says, were sent to Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36525

The Roxborough,
Ottawa, June 22, 1918.

Miss A. Van Tuyll,
The Houghton Mifflin Company,
4 Park Street,
Ottawa, Massachusetts.

Dear Miss Van Tuyll:

This line is just to acknowledge the receipt of your kind letter of the 18th instant, which I found on my return to Ottawa this morning, and to thank you for it.

I am leaving this afternoon for my summer cottage at Kingsmere, where I expect to devote my time exclusively to the final revision and completion of the manuscript of my book.

With kind regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36526

The Roxborough,
Ottawa, July 5, 1918.

Miss A. Van Tuyll,
The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Miss Van Tuyll:

In a letter from you, received while in Colorado, you mentioned that a dummy of my book, "Industry and Humanity", was being sent forward at Mr. Greenslet's instance along with the contract to be signed. I duly signed and returned the contract, but have not as yet had any word about the dummy. I do not wish to trouble Mr. Greenslet unnecessarily about this matter, but perhaps you could let me know whether the dummy has already been forwarded, and if not, when I may expect to receive it.

I was called away from my work of revision to visit the Bethlehem Shipbuilding Corporation and advise them on some matters pertaining to their relations with their employees, and this has thrown me a week behind. I am, however, back again, and hope soon to be forwarding manuscript.

With kind regards,

Yours sincerely,

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36527

HOUGHTON MIFFLIN COMPANY

4 PARK STREET · BOSTON

July 8, 1918

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

Dear Sir:

Replying to your favor of the 5th inst., we beg to say that the dummy of your book was mailed by us on the 29th addressed to you at Kingsmere, Quebec, Canada.

Yours very truly,
Houghton Mifflin Company

A.P.

Kindly please acknowledge receipt

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36528

The Roxborough,
Ottawa, July 10, 1918.

The Houghton Mifflin Company,
4 Park Street,
Boston, Massachusetts.

Dear Sirs:

Mr. Mackenzie King has asked me to acknowledge the receipt of a dummy of his book, "Industry and Humanity", which has come to hand at his summer cottage at Kingsmere, Quebec. He wishes me to express his thanks to you for your kindness in this matter.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36529

HOUGHTON · MIFFLIN · COMPANY · BOSTON
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September 9, 1918.

Dear Mr. King,

Pages 163 to 308 of your manuscript have come through very promptly. Mr. Greenslet is away just now, but we expect him in about a week, and doubtless he will write you when he returns.

Very truly yours,

Alverda Van Tuyll

W. L. Mackenzie King, Esq.,
Kingsmere,
Quebec, Canada.

AVT/T

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, January 11, 1918.

Dr. George E. Vincent,
President, The Rockefeller Foundation,
61 Broadway,
New York.

Dear Dr. Vincent:

I was asked yesterday by the Hon. A. K. Maclean, Member of Parliament for the City of Halifax, and also a member of the Dominion Cabinet, whether I thought the Rockefeller Foundation would consider an application for assistance to the City of Halifax in meeting some of the imperative needs consequent upon the recent frightful disaster. Mr. Maclean mentions that the general necessities are being met and will continue to be met through grants by the federal and provincial governments and public subscription. He points out, however, that there are special needs to which it is going to be difficult to utilize any of the funds voted for general purposes, and that unless these special needs can be cared for by special contributions they will have to go, for some time at least, without attention.

The particular need concerning which Mr. Maclean, as member for Halifax, has thought of making application to the Rockefeller Foundation is on behalf of those who have lost their sight in the disaster. Mr. Maclean says that there are

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

over one hundred persons who have completely lost the sight of both eyes, and over two hundred additional who have lost the sight of one eye and in some cases the partial sight of the other. The City of Halifax has had for some years past an Institute for the Blind, which is recognized as the best institution of its kind in Canada. Its capacity was taxed pretty much to the utmost before the disaster. If this institution is to take on the work of carring for and helping to train any considerable portion of the victims of the disaster, it will have to be enlarged, supplied with additional equipment and teaching staff, and put in a position where it is certain of maintenance over a period of years.

It is with a view to securing assistance which would permit an immediate start to be made that Mr. Maclean had thought of making application to the Foundation. He mentioned that his purpose in coming to me was that he felt it would be unfortunate were an application to be made and publicity given the circumstance, unless it were pretty certain that the application would be favorably received. He thought that I might be willing to find out in advance what the probable action of the Foundation might be. If the prospect were favorable, he would personally go to New York to see yourself and other of the directors concerning it, or would be glad to arrange to have the application made in whatever form might be expected most to accord with the wishes of the trustees.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

Perhaps you would be so kind as to write me unofficially as to your views, and I could then let Mr. Maclean know whether it would be prudent on his part to go ahead with the application, or whether it would be better to abandon the idea altogether.

I need not say that, should the project prove one which the Foundation could view with favor, I believe its action would be genuinely appreciated, not alone by the people of Halifax, but by this country as a whole. The unparalleled nature of the disaster has come as a heavy additional burden to the people of Canada, at a time when both public and private resources have been severely taxed over a not inconsiderable period, and assistance from any quarter may rightly be viewed as a contribution not less to the nation than to the community immediately concerned.

Please believe, however, that this communication is one solely of inquiry, and is neither directly nor indirectly intended as an application.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36533

GEORGE E. VINCENT, President
EDWIN R. EMBREE, Secretary

JOHN D. ROCKEFELLER, Jr.,
Chairman of the Board of Trustees

L. G. MYERS, Treasurer
ROBERT H. KIRK, Comptroller

THE ROCKEFELLER FOUNDATION

61 BROADWAY, NEW YORK

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MARTIN A. RYERSON
FREDERICK STRAUSS
GEORGE E. VINCENT

January 16, 1918.

My dear Mr. King:

I beg to acknowledge receipt of your letter of January 11th in the absence of Dr. Vincent in the west. Dr. Vincent is expected to return to New York the early part of next week and, at that time, we shall bring your inquiry promptly to his attention.

Yours very truly,

Jean E. Chandler

Secretary to Dr. Vincent

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36534

The Roxborough,
Ottawa, January 21, 1918.

Dr. George E. Vincent,
President, The Rockefeller Foundation,
61 Broadway,
New York.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Dr. Vincent:

I enclose a copy of a letter dated from Halifax, January 17th, and accompanying letters which I have just received from Mr. D. Macgillivray, Manager of the Canadian Bank of Commerce at Halifax, N. S.

Mr. Macgillivray is a leading citizen of Halifax, and has been in the forefront of those who have been giving every possible assistance to the sufferers from the recent disaster. He was in Ottawa only a day or two before the evening on which I had the conversation with the Hon. A. K. Maclean, referred to in my letter of January 11th. While here, he spoke to me of the terrible condition then existing among sufferers from the disaster, and the great need of help from as many quarters as it could be obtained from. He asked if I thought the Rockefeller Foundation would be willing to assist. My reply was that I thought that would depend wholly upon the urgency of the need and the possibility of its being adequately met from other sources; that I imagined much would also depend upon the particular nature of the service likely to be rendered by any aid which the Foundation might be asked to contribute.

Mr. Macgillivray said that he and other citizens had been considering presenting an application to the Foundation, but had deferred doing so until he had an opportunity of speaking with me as to the form in which an application should be made. During the conversation, Mr. Macgillivray mentioned a number of pressing needs, and spoke, amongst others, of the blind. He remarked, however, in reply to my suggestion that it would be well to have any application with reference to a specific need rather than to need in general, that he would make no special mention of anything at the moment, but would await his return to Halifax and write me later concerning the object which he regarded as the most pressing and important.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

It was without any relation to this conversation that I was approached, on the evening following, by the Hon. A. K. Maclean, with regard to the need of assistance for the blind. Mr. Macgillivray's letter goes a little farther than Mr. Maclean's request, in that it is a direct request that I bring the matter to the attention of the Foundation on behalf of the people of Halifax.

Perhaps before taking any action on Mr. Macgillivray's letter, you would let me have a reply to the inquiry I made at Mr. Maclean's instance. If by any chance there appears to be grounds for the Foundation taking favorable action, I should be glad of an opportunity of conferring with you or Mr. Rockefeller, Jr. concerning one or two features of any gift which it may be possible for the Foundation to make.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36536

THE CANADIAN BANK OF COMMERCE

HALIFAX, N.S.

17th January, 1918.

Dear Dr. King:

You will recall our brief conversation in Ottawa about the disaster in Halifax? Thinking the matter over, and under all the circumstances, to no purpose I think could a special donation be more appropriately or usefully applied than to our Institution for the Blind, which will now have to care for at least two hundred blind from the disaster, give special treatment to a great many more, as well as care for the very considerable and distressing number of cases of returned blind soldiers. This is to be in addition to the highly successful and far-reaching work regularly carried on by the Institution under the splendid direction of Sir Frederick Fraser.

The friends of the Institution, and of the unfortunate blind, would therefore be deeply grateful to you if you could see your way to bring the matter to the attention of the Rockefeller Foundation, which, we trust, may see in the disaster, and the special needs of the Blind, a suitable opportunity for the exercise of its benevolent purposes. Personally, I would think that nothing could more deeply appeal to the people of this stricken city than a gift from the Foundation to the Endowment Fund of the School for the Blind.

May I beg on behalf of our people here that you kindly bring the matter to the attention of the Rockefeller Foundation?

With kind regards,

Yours very truly,

D. MACGILLIVRAY

Hon. W. L. Mackenzie King, LL.D.,
Ottawa.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36537

GEORGE E. VINCENT, PRESIDENT
EDWIN R. EMBREE, SECRETARY

JOHN D. ROCKEFELLER, JR.,
CHAIRMAN OF THE BOARD OF TRUSTEES

L. G. MYERS, TREASURER
ROBERT H. KIRK, COMPTROLLER

THE ROCKEFELLER FOUNDATION

61 BROADWAY, NEW YORK

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MARTIN A. RYERSON
FREDERICK STRAUSS
GEORGE E. VINCENT

January 23, 1918.

My dear Mr. King:

On my return I find your letter of January 11th in which you raise the question as to whether the Rockefeller Foundation would contribute to the extension and support of an institution in Halifax for training the blind.

An application of this kind would, ordinarily, fall wholly outside the present scope of the Foundation's activities. There are only two reasons therefore which would allow us to make further inquiry with regard to the plan, namely, the international relationships involved and the war emergency character of the situation.

As to ordinary forms of war relief work, we are committed to the policy of contribution only through the American Red Cross. It is our understanding that relief in the ordinary sense is being amply provided at Halifax by contributions from various sources.

As to the specific project which you mention, certain questions at once arise. Is not the blinding of these people in Halifax really a part of the war emergency? Is not the reconstruction and reeducation of these people analagous to the work being done for soldiers? Might it not be properly included

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

for a few years in the reconstruction policy of the Canadian Government and put under the appropriate board which, I understand, is supervising the military hospitals of the Dominion?

There seems no reason to suppose that after this group of suddenly blinded people has been cared for that the demands at Halifax for training for the blind will continue to be abnormal. Might not temporary quarters and a temporary staff meet this emergency, and could not the necessary funds be provided out of the large budget which has been subscribed by the British Parliament, the Dominion Government and private societies and individuals?

You will, I am sure, appreciate our embarrassment in a case of this kind. We do not want to seem unsympathetic towards an appeal from the Canadian authorities at a time like this. On the other hand, we are reluctant to take up individual problems which lie outside our fairly well determined policy and which might create precedents for the future.

You will not misinterpret this letter. It is designed to raise questions and to elicit further information before bringing the proposal tentatively to the attention of our Executive Committee.

Yours sincerely,

George E. Vincent

President

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

GEV:JEC

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36539

The Roxborough,
Ottawa, January 26, 1918.

Dr. George E. Vincent,
President, The Rockefeller Foundation,
61 Broadway,
New York.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Dr. Vincent:

I thank you for your letter of the 23rd instant, just received.

I entirely appreciate the importance of the questions you raise, and am only grateful for your willingness to elicit further information before bringing the proposal tentatively to the attention of the Executive Committee of the Foundation.

I am transmitting a copy of your letter to Mr. Maclean and Mr. Macgillivray, and upon receipt of their replies shall communicate with you again.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36540

The Roxborough,
Ottawa, February 11, 1918.

Dr. George E. Vincent,
President, The Rockefeller Foundation,
61 Broadway,
New York.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Dr. Vincent:

I enclose a copy of a communication from Mr. Macgillivray of Halifax, in acknowledgment of the copy of your letter to me of the 23rd ~~inst~~imo which I transmitted to him.

Mr. Macgillivray's letter and its enclosure speak for themselves, and will doubtless serve as a sufficient guide to the Foundation in determining its further action in this matter.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36541

THE ROCKEFELLER FOUNDATION

61 Broadway

New York, February 15, 1918.

My dear Mr. King:

I have read the letters from Mr. Macgillivray of Halifax, and Mr. Fraser.

There is nothing in these letters which seems to us to constitute convincing reasons for a contribution to the endowment fund of the Institution in Halifax. In so far as a war emergency has been created, it would seem to us that governmental and Red Cross funds ought to be sufficient to provide for re-education for the blinded of Halifax.

As to making a contribution to an endowment fund which apparently was projected before the catastrophe at Halifax, such a gift would fall distinctly outside the scope of the Foundation's present activities. Our commitments are now so heavy that we are faced by the necessity in 1919 of again making inroads upon our capital.

I am sure you will appreciate our position, and not attribute it to any lack of sympathy with those who have been so tragically afflicted in Halifax, or to any failure to appreciate the importance of maintaining in Canada suitable charitable and educational institutions.

Yours sincerely,

GEORGE E.VINCENT.

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

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36542

GEORGE E. VINCENT, PRESIDENT
EDWIN R. EMBREE, SECRETARY

JOHN D. ROCKEFELLER, JR.,
CHAIRMAN OF THE BOARD OF TRUSTEES

L. G. MYERS, TREASURER
ROBERT H. KIRK, COMPTROLLER

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61 BROADWAY, NEW YORK

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JULIUS ROSENWALD
MARTIN A. RYERSON
FREDERICK STRAUSS
GEORGE E. VINCENT

February 15, 1918

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Yours sincerely,

Geo. E. Vincent

Hon. W. L. Mackenzie King
The Roxborough
Ottawa
Canada

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, February 26, 1918.

Dr. George E. Vincent,
President, The Rockefeller Foundation,
61 Broadway,
New York.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Dr. Vincent:

I have personally acknowledged the receipt of your letter of the 15th instant, but am sending this written acknowledgment of its receipt that the record on your files may be complete.

I am forwarding a copy of your letter to Mr. Macgillivray, who I am quite sure will appreciate the Foundation's attitude and be most grateful for the consideration given the request he has preferred.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

36544

The Roxborough,
Ottawa, March 4, 1918.

Dr. George E. Vincent,
President, The Rockefeller Foundation
61 Broadway,
New York.

re Application to Rockefeller Foundation for aid to the blind of Halifax, consequent upon the Halifax disaster.

Dear Dr. Vincent:

I enclose a copy of a letter from Mr. Macgillivray, which speaks for itself.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

36545 FORM 1 T.W.

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

K 102 Hm

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CK NEWYORK NY 26

W L MACKENZIE KING 075

DEC 26 1918

THE ROXBOROUGH OTTAWA CAN

APPOINTMENT FOR LUNCHEON WITH MR ROCKEFELLER TOMORROW FRIDAY ONE OCLOCK YALE CLUB

GEORGE E.VINCENT.

W. L. Mackenzie King Papers

Volume 41

PUBLIC ARCHIVES PUBLIQUES
CANADA

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CANADA

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

W. L. Mackenzie King Papers, Volume 42
Correspondence, Primary Series
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1918 (Walker) - 1919 (Bell)

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36546

The Roxborough,
Ottawa, January 19, 1918.

Dear Mr. Walker:

It was only a short time before the death of my own dear mother, which occurred on the eighteenth of December, that I learned, very indirectly, of the bereavement you yourself sustained through Mrs. Walker's death several months ago. I wished to write at once and express the deep sympathy I felt for you, but hesitated only because the intimation I received lacked the confirmation which I felt it should have before writing you. I have since learned that the report of your loss is all too true, and I now write, though very late, to express my most sincere and deepest sympathy.

I cannot say how sorry I am that I did not know of your bereavement at the time it occurred. If I ever continue to come to your mind, it must have seemed very strange to you that you had no word of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

sympathy from me. I hope you will realize that only the reason I have mentioned is responsible for my not having written.

I know only too well how irreparable and overwhelming this loss will be to you. Mrs. Walker and you were united, not only in marriage and its many relations, but in good works to a singularly high and noble degree. I know that there was not an ideal of your life which was not cherished by Mrs. Walker, nor a thought of hers which was not also of concern to you. At your time of life, the life-long companionship which you both enjoyed was more necessary than ever to you, and my heart aches to think of the many lonely hours you must now have at different times. On the other hand, I also happily know something of the imperishable nature of the spiritual bond which unites those who have loved each other truly on earth and who have been parted for a while. Her spirit will continue to be in close communion with yours, and I am sure that the occasions are many when it must be difficult for you to realize that she is not actually at your side. Perhaps you have this most wonderful of all realizations. I hope so, because, though invisible, it is none the less a reality.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36548

Again let me express to you, dear Mr. Walker, my tenderest and profoundest sympathy. If you ever have a moment in which you have time for a line, please let me hear how you are. As one of your many friends, I hope, now that friends are even more precious than ever before, you will feel that I am very near to you in all that pertains to your happiness and well-being. God grant that Time and Care may deal very gently with you.

With kindest remembrances,
Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. T. B. Walker,
807 Hennapin Avenue,
Minneapolis, Minn.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36549

743 So. Central Park Ave.
Chicago, Ill., Nov. 18, 1918.

W. Mackenzie King, Esq.,
c/o The Brown Palace Hotel,
Denver, Colorado.

Dear Sir:-

In a letter I have just received from Dr. Earl Dean Howard my attention is called to the fact that you are interested in men who might be available for employment management service. At Dr. Howard's suggestion I take the liberty of placing my name before you for consideration in this connection. I add below a few facts concerning my career that may assist you in estimating my fitness for the particular type of service you desire to assign.

I was born at Leipsic, Germany, October 13, 1887. Educated there and at Berlin until the age of 11, when accompanied parents to Chicago, Ill.

Attended grammar and high schools here, graduating from latter in 1904.

Served one year in clerical capacity in real estate business, this city.

Entered University of Chicago in 1905 and graduated (Ph.B. degree in social science) in 1908. (Studied under Professors George E. Vincent, Charles R. Henderson, R. F. Hoxie.)

Continued as scholar and fellow in Sociology at the University of Chicago, with interruptions, between 1908 and 1913, when completed requirements for degree of Ph.D. in Sociology, Economics and Psychology.

As research fellow, Chicago School of Civics and Philanthropy, 1909 -'10, made studies of housing conditions in Chicago.

During 1908-'09, conducted independent inquiry into casual labor (1) in Municipal Lodging House and (2) in a variety of camps of the middle and northwestern states.

During 1911 and 1912, carried on independent research in Chicago industries employing principally immigrant labor, and made special study of the industrial amalgamation of an immigrant group.

In summer of 1913, went as instructor (supply) to Leland Stanford Jr. University, California, and served for two years in charge of the courses in Labor Economics and Practical Sociology.

Special agent and investigator to the California State Board of Charities and Corrections, 1915-'16.

Institutional Inspector, Department of Public Charities, New York City, fall and winter of 1916-'17.

Special research in labor legislation under direction of Professor Henry R. Seager of Columbia University, spring of 1917.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Sociologist, Psychiatric Clinic at Sing Sing Prison and Eugenics Record Office, summer of 1917.

Industrial psychologist and assistant to the Director (Dr. Bernard Glueck), Psychiatric Clinic, Sing Sing Prison, fall of 1917 to summer of 1918.

Also organizer and executive secretary, Bureau of Reconstruction, Sing Sing Prison, spring to fall, 1918. (A scientific and practical experiment in the rehabilitation of discharged recidivists, on basis of previous clinical studies of personality and behavior history. The work was sponsored by the Rockefeller Foundation thru the National Committee for Mental Hygiene.)

In explanation of my shift from criminology and psychiatry, may I say that I have never regarded my excursion into these fields as incompatible with my fundamental interest in labor and industrial problems. On the contrary, I am persuaded that the experience and technique which my handling of socially subnormal types has given me will prove of definite value in the work of personnel administration on which I am about to enter. Some two months ago I accordingly sought the advice of Mr. Ordway Tead of New York and of Captain Boyd Fisher of Washington on this subject. Both expressed their belief that I possessed some exceptional qualifications for service in the new field of employment management, and I gladly accepted assignment by the War Industries Board to the Emergency Course given at Pittsburgh under the direction of Dr. Henry C. Metcalf of Tufts. On completing the course a week ago, I came to Chicago with the intention of going into action as soon as the desirable opening should present itself.

In offering you my services I am in the hope that the enterprise under your charge affords such an opportunity. According to the prospects for development in the situation in question, I would be ready to accept an initial salary of $2500 to $3000.

In the event that my training, experience and interests appear to be adapted to your requirements, I shall of course gladly furnish you such further facts and references as you may desire.

Yours very truly,

Paul T. Wander

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36551

Denver, Colo.

November 20, 1918

Mr. Paul Wander,
743 So. Central Park Avenue,
Chicago, Illinois.

Dear Sir:

Mr. W. L. Mackenzie King has asked me to acknowledge and thank you for your letter of the 18th instant, and to say that he is glad to have the statement of your qualifications which is contained in this communication. It will give Mr. King pleasure to bring your name to the attention of one or two companies who may be interested.

Mr. King wishes me to add that he will communicate with you later on in the event of it proving desirable to give further consideration to your application.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Dictated at Denver, Colorado,
June 15, 1918.

Captain Boyd Fisher,
The Storage Committee, War Industries Board,
Room 606, Council Building,
Washington, D. C.

Dear Sir:

I have seen reference to the war emergency courses in employment management practice, which are being provided at colleges and elsewhere under the auspices of the War Industries Board. I am desirous of obtaining as much information as possible concerning these courses and the wark of the War Industries Board in connection with the training of employment managers and kindred subjects.

I should be greatly obliged if you would send me any material you may have available for distribution which will give information respecting what has been done or is being contemplated by any of the committees of the War Industries Board in this connection.

I am writing from Denver, but expect to be in Ottawa, Canada, in a week's time. I shall be obliged if you will address your reply to my permanent address, The Roxborough, Ottawa, Canada.

Yours very truly,

W L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36553

WAR INDUSTRIES BOARD

WASHINGTON

B. M. BARUCH
CHAIRMAN

IN YOUR REPLY
REFER TO.....

Employment Management Division,
717 Thirteenth Street, N. W.,
June 21, 1918.

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

Dear Sir:

In compliance with your request of June 15th, I am enclosing a circular of information and application blank for one of our war emergency courses in employment management. These are self-explanatory.

Courses are now in progress at two cities, - Rochester, New York, and Boston, Massachusetts. At the former, the University of Rochester is giving the work, and at the latter, three schools are co-operating, Harvard, Boston University and the Massachusetts Institute of Technology. Our next course begins at Boston on June 24th and at Rochester about September 1st. A new course will be started at Columbia University in New York City beginning July 8th. Others will follow at about eight week intervals at all of these schools.

Feel free to address any additional inquiries to this office.

Very truly yours,

EMPLOYMENT MANAGEMENT DIVISION,

CWA/RL

BOYD FISHER, Captain, Ord.R.C.,

Enclosures

By E. W. Allen.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36554

WAR EMERGENCY COURSES IN EMPLOYMENT
MANAGEMENT PRACTICE.

Industrial experience proves that employment problems can best be solved by having a separate organization in a factory prepared and equipped to deal with questions of personnel by themselves. The prompt discovery and analysis of unfavorable working conditions can only be made by a central Employment Bureau. Most of the approved methods of dealing equitably with the working force have been devised or brought to notice by the new type of industrial specialist - the Employment Manager.

Where Employment Departments have been established under competent executives, the waste of turnover has been uniformly reduced, and employees have been rendered more efficient through proper selection, assignment, training and supervision. In no case, of which there is record, has an establishment which once tested the benefits of employment work of this character, ever returned to the old methods of permitting employment functions to be handled by a variety of minor executives.

Government departments have for sometime been attempting to standardize the best methods as the guiding principle for the utilization of industry in successful war-making. Much has been done in the way of standardizing machinery. We have the Liberty Motor and the Liberty Truck and interchangeable weapons of war, but the variety of methods or rather the absence of any method, of dealing with workmen in war factories as new conditions demand has not been productive of the best results.

The Industrial Service Sections of the Ordnance and Quartermaster's Departments and of the Shipping Board, as well as the Adjutant General's Office and the Department of Labor, have come to the view that this variety of methods, or lack of method, is responsible for high labor turnover and other industrial difficulties. These government agencies, having in mind the beneficial results that have come, both for the management and for the workers, from the establishment of Employment Departments in factories, are urging the more general adoption of this form of organization.

Even before the war the demand for well trained employment managers was increasing faster than the supply, and the exigencies of war work have emphasized the tendency. The decision of the Government to stimulate this demand still further will create a marked dearth of Employment Managers, with which only the Government can deal.

This situation has led these Government Agencies to cooperate

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

in a program of intensive training in Employment Management practice having in mind to form a nucleus of employment managers for plants working on war orders. They have asked the Storage Committee of the War Industries Board to arrange with colleges of the country for a special six-weeks' course in this work. Several universities will be asked to conduct schools in industrial centers where good employment offices may be studied currently with theoretical instruction. These courses will be planned and supervised by the Government, and, so far as possible the students will be recruited by the Government with the help of business men.

The course will consist of lectures, assigned readings, and shop studies. Approximately half the class time of the students will be devoted to lectures on Employment Office Practice, statistics, Labor Economics, and Industrial Organization and Management. In these lectures, most of the time will be given strictly to Employment Office Practice, and the other courses will be given altogether not more than thirty per cent of the time. Stress will be laid upon the shop studies, where the students, with competent guidance, will observe in successful employment departments, the methods of hiring men, keeping records, etc. It is designed in these courses that students shall give their full time for six weeks, nine hours a day being scheduled and reading covering additional time.

The success of the training will depend upon the type of student selected, and the Committee will expect him to be the man whom a factory manager would choose for the position of employment executive, if such training were not available. A rather strict limitation is placed upon those who may enter the course, but there are no restrictions as to age or any set physical qualifications. Even if qualified, however, he will not be admitted unless a definite use of the training is to be made. Either he must be already an employment manager, or a manufacturer must expect to use him as an employment man upon completion of the course, or some other satisfactory outcome of the work must be prearranged. Any recession of restrictions as to previous preparation or as to the use of the training must be decided upon in connection with each request for such recession individually. While men of draft age may be admitted, participation in these courses carries with it no right of exemption from the draft.

The departments cooperating are agreed that the best type of Employment Manager will be one who has a sympathetic understanding of the problems affecting the worker, and the ability to acquire new ideas, such as a college education is likely to give, and actual experience with factory methods, covering not less than three years of industrial life, in part in actual contact with shop problems. Special fitness, however, may make it possible for him to be admitted with somewhat less than either of these qualifications.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

Supervision of instruction and direction of students will be rigid, and a certificate of graduation will be awarded only to those students who may properly be endorsed for employment work.

Some of the courses will be free, and some of the colleges may charge a small fee for instruction. The factory will be presumed to have reached an agreement with the man sent, that he will return and take up the duty of employment manager when he has completed the course. The factory will be compensated for the outlay by the greater efficiency of the man after taking the training.

Applications for admittance to any of these courses should be sent to Captain Boyd Fisher, The Storage Committee, War Industries Board, Room 606 Council Building, Washington, D. C. No applications can be considered unless received at least ten days prior to the opening date of each course.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36557

(In Duplicate one)
(for college)

Date

APPLICATION OF

(Name in full _____ Age _____

FOR ENROLLMENT IN
WAR EMERGENCY COURSES IN EMPLOYMENT MANAGEMENT

AT (Name of College) _____ Date of course _____

Address (Home) _____

Present Employment _____

Next Previous Employment _____

Experience last five years (State positions held and time spent in each) _____

_____

_____

_____

Shop Experience (State time spent and mechanical operations performed) _____

_____

_____

_____

EDUCATION (High School; College - If so, what course - Special studies) _____

_____

_____

SPECIAL INTEREST, (State here reasons for wishing to take courses; and special experience warranting interest.) _____

_____

_____

LETTERS FURNISHED 1. _____

2. _____

3. _____

NOTE: If student is sent by a manufacturer or head of a Government Department he must furnish a written statement to the effect.

APPLICATION ENDORSED _____

APPLICATION APPROVED _____ DATE _____

RECOMMENDED TO TAKE COURSE AT _____ BEGINNING _____

(If space is not provided for all pertinent information, please attach a supplementary statement).

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36558

(In Duplicate one)
(for college)

Date

APPLICATION OF

(Name in full _____ Age _____

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WAR EMERGENCY COURSES IN EMPLOYMENT MANAGEMENT

AT (Name of College) _____ Date of course _____

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Next Previous Employment _____

Experience last five years (State positions held and time spent in each) _____

Shop Experience (State time spent and mechanical operations performed) _____

EDUCATION (High School; College - If so, what course - Special studies) _____

SPECIAL INTEREST. (State here reasons for wishing to take courses; and special experience warranting interest.) _____

LETTERS FURNISHED 1. _____
2. _____
3. _____

NOTE: If student is sent by a manufacturer or head of a Government Department he must furnish a written statement to the effect.

APPLICATION ENDORSED _____

APPLICATION APPROVED _____ DATE _____

RECOMMENDED TO TAKE COURSE AT _____ BEGINNING _____

(If space is not provided for all pertinent information, please attach a supplementary statement).

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36559

The Roxborough,
Ottawa, June 25, 1918.

Mr. C. W. Allen,
Employment Management Division,
War Industries Board,
717 Thirteenth Street, N.W.,
Washington, D. C.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge your letter of the 21st instant, with which you have enclosed a circular of information and application blank for the War Emergency Courses in Employment Management, as well as other information concerning the courses which are being given.

Please accept Mr. King's cordial thanks for your courtesy in this matter.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

a break-down in health and that she had left her employment with you and was going into Hospital. Her letter was very indefinite. She neither stated the hospital she was going into nor any postal address given to which we may communicate. We have heard, since that letter, absolutely nothing. My mother is very worried about her welfare. She desires to know definitely why my sister left your employment and any information you may be able to give her as to my sister's whereabouts. We would very much like to get into touch with her.

I join with my mother in asking that you will give a reply to this letter as soon as possible and let this shadow of worry and suspense which hangs over us with regard to my sisters health and welfare.

In conclusion I tender my apologies for the lack of correctness of form of address to you, but I have no further information. I am, Sir,

Yours faithfully.

J. B. Watson.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRY AND HUMANITY

36561

The Roxborough,
Ottawa, October 26, 1918

Mr. Findlay I. Weaver,
Managing Director, The Bookseller and Stationer,
143-153 University Avenue,
Toronto.

My dear Findlay:

I am very sorry that your more than kind letter of September 18 should have remained unacknowledged up to the present. The truth of the matter is that I have been working so steadily, morning, noon, and night, upon the revision of the manuscript and proof of my book, that, for a while, I have had to abandon correspondence altogether. Only at this moment am I attempting to answer letters received within the past month.

I am indeed fortunate in having you as a friend, and thereby obtaining for my book the advantageous position which prominent reference in "The Bookseller and Stationer" is certain to afford it. It gives me a special delight to know of your hearty co-operation with Mr. Allen in furthering its sale as much as possible. You are quite right in believing that I need no assurance as to what your attitude and good-will amount to. I have never had a friend who was more willing than yourself to lend his generous assistance to causes with which I have had to do. When you read the contents of "Industry and Humanity", you will recognize that it is but the continuation of the struggle for greater freedom and the triumph of true Liberal principles which we shared in the campaign of 1908.

I am acting upon your kind suggestion, and am enclosing with this note a half-tone of a recent photograph. Though it has probably missed the issue to which your letter refers, it will not be too late, I hope, for some subsequent publication. In thanking you for its probable insertion, let me also thank you for the very generous notice which appeared in the August number of the Bookseller and Stationer, and a cutting of which you were so kind as to send me.

With kindest remembrances, Believe me, dear Findlay,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

HARRIS WEINSTOCK
STATE MARKET DIRECTOR

EDGAR ALLEN FORBES
SECRETARY OF THE COMMISSION

V

TELEPHONE SUTTER 6577

STATE MARKET COMMISSION
OF CALIFORNIA

606 UNDERWOOD BUILDING
525 MARKET STREET

36562

STATE FISH EXCHANGE
W. F. BAILEY
SECRETARY

SAN FRANCISCO January 23, 1918.

"Industry + Humanity" ✓
The Kings Family ✓

Mr. McKenzie King,

Ottawa, Canada.

My dear Mr. King:

On my return to the city I found your communication with enclosed clippings telling of the passing away of your good mother. I want to express to you, even at this late date, my sympathy for your bereavement, in which Mrs. Weinstock joins. You were fortunate indeed to have had your mother with you until she had attained such a ripe old age. Doubtless many of the gifts which you have enjoyed were due to her wise and helpful counsel and influence.

May I ask how you are getting on with the book which you told me when you were last here you had in preparation, in connection with the labor problem? I am looking forward to reading it with interest, and I am also sure with profit.

Always glad to hear from you, and with assurances of my best wishes and esteem, believe me

Sincerely yours,

Harris Weinstock

HW-MEW

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36563

The Roxborough,
Ottawa, January 31, 1918.

Mr. Harris Weinstock,
606 Underwood Building,
San Francisco, California.

My dear Weinstock:

It is very kind of you to have sent me the letter which I have just received, and I hasten to thank Mrs. Weinstock and yourself for the sympathy it so generously expresses. Had you known my mother, as I very much wish you might have, you would be the better able to appreciate just how considerable is my loss. On the other hand, I have only the profoundest gratitude that she was spared to me as long as she was, and that I was so singularly blessed in having as a mother one whose every act, as I am able to recall it, was a help and an inspiration.

As to the book, I am happy to say it is reaching a conclusion at last. I am at work at the present time on a final revision, and unless prevented through unforeseen circumstances, I hope to have it in the hands of the publishers by Easter. From the length of time it has taken to get the manuscript completed, it ought to be a great work; but unfortunately, quantity, either in time or bulk, is no indication of good workmanship. The most I am attempting in the book is the expression of a new attitude between Capital and Labor, based on a broader representation of all interests, involved, not forgetting the public, of which too often no account is taken. If it serves no other purpose than that of creating discussion concerning some of its proposals, I shall feel it has helped to perform its mission.

Heartily reciprocating your generous expressions of regard, and with best wishes to Mrs. Weinstock and yourself and kind remembrances also to your son and his wife,
Believe me, always,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

36564

Dear Pat. While the rejoicings on the
Coast were held & cause the rejoicings over
the flowers and your thoughts of me have
contributed. They are a real consolation.
It is nice to have you in Colorado

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36565

And hoping around 25 next it we would like to see more of you. Will you take supper with us Saturday evening at the Country Club? Gratefully and faithfully yours

Ada O. Wilson

Saturday morning.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Dear sorry you are so far away but satisfied to know that the distance makes no real difference. You are closer than most of the Denver friends. However I would prefer to have you here when I could get you quickly when I need you.

The beautiful Christmas letter about dear Mother Kris and the work on New Years Day gave me the clear vision of your thought that we would

36566

1065 LOGAN STREET
DENVER

Jan 31st (1918) DC

Dear Rex, Your needed letter arrived a day just after I had started one to you so I will begin afresh but will still know that I have been the one who has delayed writing. You have been in my thoughts. Ours surely caressed me another last Sunday when you work

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Rem this letter & now come - it is
the most beautiful and the most
remarkable letter I have ever read.
I can scarcely refrain from reading it
& strangers for its literary value and &
show the faith of no man. You could
not easily be a literary man but I
want you & be more active in
life. Dear Rex, there is no one in
the world like you. You are getting
more of beauty and meaning into life
than any one else. How do you dare
let your self feel so deeply. One gets
so hurt when they do.

Rem in a danger now for
you - that you may dwell too much
upon the past - it has been so vital
into why with some but with happy
precious memories too. How satisfied
you must feel & have fulfilled
all obligations. It will the time
to readjust yourself & should
think to the future. I understand

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

follow later (Do you think you should choose a video?)

We enjoyed the Cartoons. Our interests will be in the book when it is completed - can run with your connection with the Foundation ended and the book finished you will feel like a different person.

Dear Mr. Mackenzie King we are feeling fine and taking up his practice

It is a link of the realities of the Spiritual for my Faith is becoming a real Faith and your letter always give me an added strength.

But you have much ahead and I can scarcely wait for the start. The little clippings of June 9th is what I am hoping for. Do it without a wife and means and let them

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

or in another month you will be
free from most responsibilities. Then
if you are planning a rest plan
to take it in Denver. Of the
Spring in Cal. he may move to the
Farm and you must visit us there.

I can well imagine the amount
of correspondence you have had recently
and the completion with which you
have acknowledged each letter. I did not
think we could live for many months

but we can take care of you. You
give so much to yourself. Think of Lorne
& go to the hospital for a check up
done caused by over writing. Touch as
& love any word I'll take a cash
until you are fine again. However
you have come out of the long strain
wonderfully & thank

My sympathy has been so
great for & have realized that
this part for you has had more

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

always carried me beyond my strength and beyond the bounds where I was intended to go.

Then would I have stayed quietly at home. I have been doing good work and benefitting for the soldiers and assisting in the campaign as they came along but I have kept close to the children. We have been skating each day when she is in town. There have been few dinners and no dances.

for you than ever to mean. Get the compensation I have been for- feiting. I felt the greater strength in New York and it is in your letter. You have certainly won. Your interest is in the future.

I seem to be coming out of the darkness to after my long struggle with ill health due almost entirely to my own little fault. While I am

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Tonight we go to a dinner bridge
dance meeting at the Country Club. Tomorrow
we dine with the Whittakers informally
and Thursday we go to a skating
party. Floyd enjoys a game of chess
while I skate. We see much of the same
people - E. Young seems much improved.
Jim Fallon is supposed to be Our
Leader. The Kennedys are at last
dining with the Crawford Wilks in spite
of Ian's declaration that he would not

I still meet every week with Jim Parr Edith Jim
Pope. Lillian Harrington etc. Love dear wife Eaton
Love now as the catalogue have arrived and
am also interested in a scheme to train
girls for farm and garden work as a war
contribution. The children are developing wonderfully
this year. I wish you could see the pledges
they have written and signed and hung
in the bathroom. How we should Dec
enjoy having you with us at the Farm
this summer. But do not wait for this
Come as soon as the birth is possible. With
love to you I am always your true friend Father.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

36572

Dear Jack.

We are so happy over the prospect of seeing you before long & do hope that plans will be carried out. Of that Ld York is not completed it can go on the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

38573

shelf and be forgotten at least for
three weeks. We are so busy and well
and happy and we want you to share
each hour & delight this in every way
while you are here. You deserve it and
are needed. Much love to you from us both
Sunday April twenty first

Cedar B.H.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

[7]

reminder such inspiration such ideals
surely helps to keep & make ideals
"Kipling's "If" is a fine thing.
I have wanted & write & tell
you that I have decided
upon the girl for you. I had an
idea what she was like until one
afternoon this summer I had an
opportunity of judging. She is
charming and splendid in every way

36571

1065 LOGAN STREET
DENVER

Dear Joy - I have not written
before as I had rather expected
a word from you after you
left Denver with. However I do
not want to delay longer, thanking
you for the word of counsel you
left with me. I am trying to
live up to it. It is good for
every one to have some daily

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

[3]

And will surely make a fine
woman - Rachel! She is not
too young nor you too old.

I hope the book is completed
and that we may have the
pleasure of reading it and the still
greater pleasure of having you here
again soon.

I hope returned yesterday and
how sorry I have missed you

[4]

We both send love and good wishes
to you. Always your friend
Ada.

Tuesday, September the Thirty

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

1065 LOGAN STREET
DENVER

36576

Dec 21st 1915.

Dear Rex.- The lovely plant is still blooming and is a daily reminder of our last talk together. That is certainly a wonderful memory. How I wish it could have come earlier in your stay here.

I hope and I am both grateful for your thoughts

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

in sending us a copy of the book. 39577
fine Sophie. not a bit formidable. Also the
Editor comments on the paper over to. I had
wanted you to with us on copy. Our guests to
start to Christmas Day and will think of
you often. I know where your thoughts will be
but you will be happy. I have thought much of you
dear Mother since we talked together. We all join
in sending love to you and the best of Christmas wishes
Always affectionately. Ian J. Walton.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36578

The Roxborough,
Ottawa, January 15, 1918.

Mr. J. F. Welborn,
1065 Logan Street,
Denver, Colorado.

My dear Welborn:

I was very pleased to receive the reproduction of the group photo taken at your farm on Christmas Day.

I am interested in the pictures of the soldiers, but naturally more interested in the photos of Mrs. Welborn, yourself, and the children. I notice quite a change in John and Elizabeth. Indeed, while I am sure of John, at Mrs. Welborn's left, I am not quite sure which of the little girls is Elizabeth, for there is considerable growth and change, whichever one is she. I think probably Elizabeth is the one nearest Mrs. Welborn, in the front row, but I could not be sure of that. The pictures of Mrs. Welborn and yourself are, I think, very good, and I redognize, too, Mr. and Mrs. Hodges and quite a number of your other friends. I am interested, also, in noting what appear to be additions to the house.

Altogether the picture recalls memories of days that I shall always cherish, and I am more than grateful to you for your kindness in sending it to me. Whilst the group generally is to be congratulated on their appearance, you and Mrs. Welborn remain the best looking of the lot. May you continue to have great happiness out of the farm, and add year by year to the richness of its associations.

With kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36579

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

March 12, 1918

PERSONAL.

My dear King:

I have intended for a number of weeks to write you; at the same time have thought that most any day I might receive a letter from you. We often wonder what you are doing, and wish you might be with us again for a while. The consciousness of War is gradually coming over our people here, and most everything we do now seems to have some relation either direct or indirect to War conditions.

Ada is interesting herself in conservation, as represented by the production and economical use of garden and poultry products. Her plans contemplate her visiting as rapidly as possible every county seat in the State. The work is very hard, but she seems better since she took it up.

I hope, and judging from a letter today, I think with good cause, that we will have the pleasure of seeing you this Spring. I have no thought of going East in the near future, unless something of importance now unforeseen should call me there.

Yours sincerely,

J. F. Welborn

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mackenzie King ✓ 36580
Mr. King's Family ✓
Rockefeller, J. D. Jr. ✓

Personal

The Roxborough,
Ottawa, March 16, 1918.

Mr. J. F. Welborn,
Denver, Colorado.

My dear Welborn:

It was a great pleasure to receive this morning your welcome letter of the 12th instant.

I have been much absorbed in the completion of my work for the Rockefeller Foundation, and have done very little in the way of correspondence with any of my friends. It comes as a surprise to myself to realize that we have got so far along into the new year. My last letters to you and Mrs. Welborn were about the beginning of it, and it seems impossible to believe that an interval which may be counted in months has since elapsed. I do not wonder you have been surprised at not having heard from me.

About the middle of February, I took a week off in New York, having a rest and pleasurable change in the nature of visits with my different friends. I saw quite a little of both Mr. and Mrs. Rockefeller, Jr., and also had one or two talks with Mr. Hicks.

An outcome, in part, of this visit, is a visit I am expecting from Mr. Rockefeller, Jr. here at Ottawa on the 13th of next month. He has at last consented to make one or two public addresses in Canada, and is to speak at a luncheon of the Canadian Club in Montreal on Friday, April 12th, and come on to Ottawa that afternoon and spend Saturday and Sunday with me here, at the same time addressing the Ottawa Canadian Club at a noon-day luncheon on Saturday. I have often hoped I might have the pleasure of having Mr. Rockefeller with me here for a day or two, and I am already looking forward with keen delight to the pleasure of his visit.

Need I say with what pleasure I am also looking forward to the visit which I hope to have to Colorado some weeks later? If I can complete the manuscript of my book in the interval, I shall certainly enjoy the trip as I have

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

few outings heretofore. For the first time in my life, I seem to have enough space about it to enable me really to enjoy human companionship, though no one will ever be able to realize just how great is the light which has gone out of my life in the passing of my mother. Her spirit was so rare, and it entered so sympathetically and tenderly into every aspiration of my life, that if I had not the belief, which I strongly have, of her continued existence and interest in my well-being, I should be desolate beyond words.

I am glad to know that Mrs. Welborn has been expanding the work in which she has been so deeply interested, and which is so much worth while. I am delighted also to know that she is so much improved in health. I hope there will be a chance to see something of her gardens when I am in Colorado. The opportunity of again seeing my friends in Colorado, and learning something of the development of their interests in the period which has elapsed since we last met, is the most pleasurable anticipation I have had for a long time. It was just this time three years ago that I was on my way out to Colorado. Again it is hard to believe that time has flown so quickly by. Truly we are wise when we make the most of the present, and recognize in its opportunities the birth of memories which come in time to be the real harvest of life.

With kindest remembrances to Mrs. Welborn and yourself, Believe me, dear Welborn, as always,

Very sincerely yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36582

June 20, 8.

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

My dear Welborn:

I met both Mr. Minear and Mr. Stickel here at The Blackstone yesterday; and this morning Mr. Rockefeller also met them. We talked with them separately, and found Mr. Minear quite open to accepting suggestions as to ways in which it might be possible for him to develop the social work in the camps in a manner which would have regard for different considerations of which account must necessarily be taken. We expressed our great satisfaction with the fine spirit which we found in evidence in all the camps.

I explained to Mr. Stickel the developments you were proposing to make, and your intention of offering him the position of Executive Secretary of the Advisory Board. He seemed to be genuinely appreciative of this mark of your confidence and of the good will of the officers of the Company toward him, and also of the opportunity which the work itself would afford. He intimated to both Mr. Rockefeller and me that in all probability he would accept the position were it offered to him by you, though naturally he will await his interview with you before coming to any definite conclusion. From a remark he made to me, I judge he would, on account of his wife, prefer having headquarters in Denver rather than in Pueblo. It might be well, therefore, in the first conversation you have with him, if you anticipate this point by indicating your own views in advance.

Both Mr. Rockefeller and I raised with Mr. Minear the question of his having his offices in Denver, and the advisability of his selecting a point which would give him greater facility in visiting the camps and spending more of his time in this way. He is taking back with him an assistant, Mr. Parker, who he thinks will be of help to him in this regard.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36583

I told Mr. Stickel that my conversation with him was confidential, and at your request; also that you would like to see him in Denver immediately upon his return to Colorado. Both he and Minear are remaining over for some conference that is in session in Chicago tomorrow.

Mr. Stickel thinks that he will have no difficulty in securing a man to continue with the work he has been engaged upon in Pueblo. He says he knows the very manyfor that job. I imagine, therefore, that he would be ready to take up the work of the new position immediately upon his return, if you thought it well to have the new departure made at that time.

I told Mr. Rockefeller of the talk I had had with Mr. Farrar, and also showed him the notice you were proposing to issue with respect to the work of the Advisory Board and the appointment of an Executive Secretary. He expressed himself as much pleased with both these matters. He repeated, in a parting word, the satisfaction he had felt with our visit to Colorado and everything connected with it.

May I again express to you my own appreciation of your many kindnesses to me. You know, without the words, how much I always enjoy my meetings with you and the talks we have together. Perhaps I should say that, in taking up the one or two minor matters we discussed together, I had a feeling that I was doing an injustice to the sense of splendid accomplishment which was uppermost in my thought and feeling concerning all that Mr. Rockefeller and I witnessed together. If I was unable adequately to convey our real appreciation of the work in its entirety, it was through no want of realization of what has been achieved, but solely the desire to cover, in the few moments available for discussion, the one or two minor details which it seemed advisable to consider.

Again thanking you for all your kindness, and with heartiest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

July 10, 1918

My dear King:

Your letter of June 20, written in Chicago, came in when I was in the heat of the campaign for the sale of War Savings Stamps, which we did not close until the third of this month. For this reason I neglected details of my regular business for almost two weeks, which accounts for delay in answering you.

I had a very satisfactory talk with Mr. Stickel soon after his return to Colorado, and while I found him in what I thought to be a receptive frame of mind for the proposal submitted to him, he was unwilling to give me a final answer until after he had conferred with both Mr. Minear and Mr. Towson in New York. Mr. McKennan had a talk with him in Pueblo last Saturday and found him still without answer from Mr. Towson, but expecting to receive a letter any day.

I am, therefore, expecting to hear from Mr. Stickel before very long, and hope very much that his reply will be in the affirmative, as we are anxious to get the Advisory Board started on its new course with the least possible delay.

Yours sincerely,

J F Welborn

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36585

THE COLORADO FUEL AND IRON COMPANY.
DENVER, COLORADO

J. F. WELBORN,
PRESIDENT

C. J. HICKS,
EXECUTIVE ASSISTANT
TO THE PRESIDENT

July 11, 1918

Dear Mr. Rockefeller:

I am very glad to be able to advise you that I received a telegram from Mr. Stickel this afternoon announcing his acceptance of our proposal that he come with the Company in the capacity of Executive Secretary to the President's Advisory Board.

He will enter on his new duties next Monday, the 15th instant.

Yours very truly,

(Signed) J. F. WELBORN

Mr. John D. Rockefeller, Jr.,
New York City.

COPY TO
MR. KING.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36586

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

August 23, 1918

My dear King:

We reorganized the President's Advisory Board on Social and Industrial Betterment at a meeting held July 22, when I outlined in a general way my idea of the activities it should direct. The first regular meeting of the Board was held Monday, August 5. Mr. Stickel has taken hold of the work with vigor and enthusiasm, and the different members of the Board will I am sure take an active interest in the things that it is proposed they as a Board should consider.

I have not written Mr. Rockefeller about this matter or anything else since he went to Seal Harbor for his vacation.

I am leaving Sunday night to attend a meeting of steel manufacturers in New York next Wednesday. I will probably be there also Thursday, and then go to Washington for Friday, the 30th, hoping to get back home by Monday, the 2nd of September.

We are anticipating the pleasure of seeing you here next month, when, as I remember it, you plan to make a trip to Denver in the interests of another industry, and when I shall be glad to discuss a number of matters with you.

Yours very truly,

J F Welborn

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36587

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

August 23, 1918

My dear King:

I had a talk with Matteson a few weeks ago about the new work for him which we discussed while you and Mr. Rockefeller were here. He took my suggestions under advisement, and a short time ago when he was in Denver discussed the plans with me again.

He is quite willing to undertake the work, and I am sure has a very broad conception of its possibilities. We may not, however, make the change for some time, as the other changes that his transfer would involve cannot be worked out immediately.

We will have opportunity to discuss this more fully when you are here next month.

Yours very truly,

J F Welborn

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36588 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, August 27, 1918.

Mr. J. F. Welborn,
C/o Vanderbilt Hotel,
New York.

Will be passing through New York early tomorrow morning. Hope possible to connect with you at breakfast. Will go to Vanderbilt direct from train at seven thirty.

W. L. Mackenzie King.

Chg. W.L.Mackenzie King
The Roxborough.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36589

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

September 6, 1918

My dear King:

I was very sorry, indeed, to have missed you in New York last week. My train arrived at 9:40 in the morning, and you had apparently just left the hotel. I kept a lookout for you at Washington Friday, but assume you were not there.

I have just received notice of another meeting of steel manufacturers to be held in New York on the 16th instant, to attend which I will leave here Friday evening, the 13th. I will probably not be in New York more than Monday and Tuesday, but should you happen to be there, of course you will let me know at the Vanderbilt, where I will stop.

Yours very truly,

J. F. Welborn

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36590

The Blackstone Hotel,
Chicago, December 5, 1918

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

My dear Welborn:

This is just a line to say again how much I enjoyed the different talks I had with you during the stay in Denver just over; and how much I appreciated your hospitality in different directions. It added very much to the enjoyment of our talks on business matters to be able to feel that, apart from the deep interest which I always have in all that pertains to the C. F. and I. Company, there was no special responsibility to be met or considered. I wish we might have had opportunity for more meetings of the kind; but I shall be greatly disappointed if the future does not hold many of them in store.

I hope Mrs. Welborn is going to be quite strong and well again. I missed the talks we used to have together, but there was a pleasure in knowing that you were both near by, and that we would have had more in the way of a renewal of bygone days had health permitted. I was glad to see the children looking so well, and developing so splendidly.

Please do not fail to let me hear from you from time to time about any matters which you think may be of interest. I know Mr. Rockefeller, Jr. will be glad to hear of our talks together, and I am looking forward to the pleasure of reviving his memories of previous visits.

I hope you will not fail to keep in mind the idea of making the Annual Conference something in the nature of a special rejoicing over the wonderful record made by the Company in its production of coal. It seems to me that this is something which, in the interests of industry everywhere, not less than in the special interests of the C. F. and I., ought to receive considerable prominence.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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The Annual Conference should afford a splendid occasion of helping to acquaint the public in the east with what has been achieved in this direction.

With renewed thanks, and the best of wishes,
Believe me always, dear Welborn,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36592

Mr. King:

I will send you the clipping from the Trinidad PICKETWIRE, referred to in letter to Mr. Murphy, as soon as it can be secured.

F. R. Scoon

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36593

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

December 19, 1918

Dear Mr. King:

I enclose herewith copy of letter written to Mr. Murphy the 16th instant, and copy of statement I furnished the papers relative to a controversy had with our railroad employees at Pueblo last week.

I had intended writing you rather fully about this earlier in the week, but have been so busy that I could not get the time, and am now forwarding papers with this brief note, as I am leaving for Pueblo by motor in a few minutes to attend meetings with employees' representatives to be held there to-morrow and Saturday.

Yours very truly,

J F Welborn

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

C O P Y .

December 16, 1918

Dear Mr. Murphy:

I enclose herewith copy of statement which I prepared for the press, and which explains the controversy with our railroad employees in a little more detail than my night letter of the 9th instant did.

There seemed to be reasons for assuming that the movement to force us to sign a contract, evidently prepared by the railroad brotherhood organizations representing the transportation service, was prompted by a desire to establish the same relationship with our railroad that exists with the brotherhoods on other roads, and if they succeeded in securing signature to the standard form of contract to extend the movement to not only other crafts in the railroad, but some in the Steel Plant.

In the transportation service we have paid the same rate that other railroads have paid for similar service, except that in Wyoming there was no service of the same character as that performed between our iron mines and railroad junctions, and there our scale was somewhat low, being below the scale paid for handling coal and coke between Segundo and railroad junctions at Trinidad. When our Wyoming scale was established some fifteen years ago it was based on a service that then existed on other roads in that region. That service was discontinued some time ago and from time to time we have readjusted the scale, always in conference with the employees and supposedly to their satisfaction.

At the outset and thereafter we took the position that if there were any inequalities in our rates it was our desire to adjust them. We were assured, however, that except for what they termed the small difference in Wyoming there was no question of wages involved, but that they would insist upon our executing the same form of contract that transportation employees had with the so-called standard railroads. Our reply was always to the effect that our service was practically of a switching nature, much of it having to do with plant facilities, and that the standard form of contract without some modification could not apply.

As the statement enclosed indicates, I used every means possible in the conference on the afternoon of the 9th to secure a frank discussion of the conditions of the contract for the purpose of modifying it to fit our conditions, and as the statement further indicates this was absolutely refused, the result being a strike that evening.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

At the meeting had with the employees' representatives at Minnequa on the morning of the 10th instant, I explained fully the position taken by the employees in our transportation service and the brotherhood representatives, as well as our own position, with the result that the representatives decided to request the strike representatives and the brotherhood officers to come into conference with us that we might try to reach a satisfactory agreement for a contract. I stipulated that at this conference I desired the attendance of the representatives. Following a call by a committee of the representatives on the strikers, a meeting with five of the striking employees and two brotherhood officers was arranged for five o'clock Tuesday.

When the meeting convened McLaughlin, the brotherhood officer who was primary spokesman, said that his position was the same as that expressed by him the day before; that he would not be willing to modify the proposed contract. I then appealed to each of the representatives of the strikers to know whether or not he was willing to enter into a discussion of the contract with an open mind for the purpose of making such modifications as our conditions justified. Each one of them answered yes, and we then proceeded to go over the contract section by section. That meeting lasted until after midnight, and we resumed at ten o'clock the following morning (Wednesday), finishing the work a little after twelve noon.

The result was an agreement, later signed by our employees and ourselves, which does not to any material extent change the working conditions that have heretofore existed. The modifications made in the original document eliminated certain provisions that would not apply to us and changed others to make them applicable to our conditions. We were obliged to permit endorsement on the contract of the approval of the two brotherhood officers.

From twenty-five to thirty of the representatives attended all of the meetings and at the close of the conference expressed to myself and other officers of the Company their entire satisfaction with the manner in which we had handled the controversy, some of them stating that we were more than fair in our attitude and in concessions made.

The disturbance was regrettable in the extreme, yet it served to establish the full justification for and value of our Industrial Representation Plan. By the prompt handling of the matter I think no bitter feeling was engendered among any of the employees.

The Trinidad Evening PICKETWIRE of Thursday, the 11th, contained a pleasing editorial apropos of our controversy, copy of which I enclose.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36596

Our last meeting in the conference did not close until about 8:30 Wednesday evening, and I did not get home until Thursday evening. I found so many pressing matters on my desk that I could not get time to write you until today.

Yours very truly,

(Sgd) J. F. Welborn

Mr. Starr J. Murphy,
26 Broadway,
New York City.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Pueblo, Colorado, December 9, 1918.

Following earlier conferences had with other officials of the Company, Mr. C. V. McLaughlin, Vice-President of the Brotherhood of Locomotive Firemen & Engineers, and Mr. G. W. Anderson, Vice-President of the Brotherhood of Railway Trainmen, called on me at my office, November 25th, and presented a proposed agreement between the Colorado & Wyoming Railway and The Colorado Fuel and Iron Company and certain employees of those companies engaged in train service at the Steel Works and on that branch of the Colorado & Wyoming Railway serving the iron mines in Wyoming, and the other branch of the Colorado & Wyoming Railway serving certain of The Colorado Fuel & Iron Company's c coal mines in Southern Colorado, stating that they had been requested by these employees of ours to intercede in their behalf for the signing of that agreement by us. Having previous knowledge of the contents of the proposed agreement, and realizing that certain of its features, while possibly suitable to the usual trunk line railroads, were not applicable to the service on our road, a large part of which is performed by narrow gauge and so-called dinky engines, I advised that I was unable to execute the document as submitted, but stated at the outset of the conference, and frequently thereafter, that we were quite willing to enter into fair agreements with our employees as to their working and living conditions, and that my door was always open to them, or their representatives, for discussion of agreements or other matters of interest to them. Messrs. McLaughlin and Anderson advised that they would report back to the employees, and since that time I have held myself in readiness for further conferences on the subject if the employees desired. Nothing further was heard of the matter until Friday, the sixth instant, when Mr. McLaughlin by 'phone requested of me a conference with himself, Mr. Anderson and two of our employees for Monday, forenoon, the ninth. I replied that I would be glad to see them at that time, but later, being reminded of a business conference that had been previously set for this afternoon at two o'clock at Pueblo, I 'phoned Mr. Anderson asking that the meeting be deferred, or held at Pueblo. Mr. Anderson replied that they preferred Pueblo for the meeting and asked for as early an hour in the day as possible. I promised to advise him the time the conference could be held after my arrival in Pueblo. On reaching Pueblo at two o'clock this afternoon I was handed a communication signed by Messrs. McLaughlin and Anderson, reading as follows:

"Pueblo, Colorado, Dec. 9, 1918.

Mr. J. F. Welborn,
President, C.& W.Ry. Co. & C.F.& I.Co.,
Pueblo, Colorado.

Dear Sir:-

At conference with you in your office in Denver,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Colorado, on November 25th, at which time you advised that you could not sign the proposed contract submitted to your Company by the men employed in Engine, Train and Yard service, and as you were advised at that time, we have submitted the question of your refusal to sign the proposed contract to these men, and they have by approximately a 98% vote refused to accept your decision,

And this is to advise that unless you recede from your position and sign the proposed contract the men in Engine, Train and Yard service will leave the service of your Company at 6 P.M., December 9th, 1918.

You can reach the undersigned at The Congress Hotel, Pueblo, Colorado.

Yours truly,

(Signed) C. V. McLaughlin
Vice-President, B.of L.F.& E.

(Signed) G. W. Anderson
Vice-President, B.of R.T. "

To this I replied by letter as follows:

"Pueblo, Colorado, December 9, 1918.

Mr. C. V. McLaughlin,
Vice-President,
B. of L. F. and E.

Mr. G. W. Anderson,
Vice-President,
B. of R. T.

Gentlemen:

On my arrival from Denver at two o'clock this afternoon, I was handed your communication of even date addressed to me as President of the Colorado and Wyoming Railway Company and The Colorado Fuel and Iron Company, in which you state that unless I recede from my position taken at Denver, on the 25th of November, and sign the proposed contract, submitted to me on that date, that the men in the engine, train and yard service will leave the service of these Companies at six o'clock this evening.

As I stated to you at Denver, at our conference, the Companies which I represent are unable to sign the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

agreement which you submitted; but that on the other hand, we were ready and anxious to enter into negotiations with our employees, relative to any matter of mutual interest.

To the end that an agreement which will be mutually satisfactory may be adopted, if possible, I hereby invite you and those representatives of our employees, whose names are subscribed to the letter submitted to me with the agreement above mentioned, to meet with me and such other officials of the Company as are available, at the Company's office, at the Minnequa Plant, at four o'clock this afternoon, or at such other hour as shall be mutually convenient.

Very truly yours,

(Signed) J. F. Welborn

cc C.E.Gochnat
A.V.Serfling
L.Van Zandt
T.J.Hickey
O.S.Emerson
J.W.Davis"

In response to my letter and a telephone conversation, Messrs. Anderson and McLaughlin, together with four employees of the Colorado & Wyoming Railway met myself and other officials at our steel works office at four o'clock. Messrs. McLaughlin and Anderson reiterated the statement contained in their letter, and advised that the only modification they would consider making in the proposed agreement was in a provision incorporated therein for payment of time and a half for overtime above eight hours, and that they would waive this until this question, which is under consideration by other railroads, had been settled. I advised them that so far as that provision was concerned, we were quite willing to assent to it, regardless of the action of the other roads, as it was our desire to give our railroad employees the best consideration possible in the matter of wages. I stated further that many of the provisions in the proposed agreement were already enjoyed by our employees, and that we in no sense objected to covering them by a written agreement, and thought that in the main, the other conditions, without radical change, could be so modified as to meet our views and still be fair to our employees, at the same time requesting that we proceed to a discussion of the paper section by section for the purpose of trying to harmonize our views. This request was met with a refusal and the statement that it was too late to consider any modifications other than the one they had suggested, which, as indicated before, was not objectionable to us.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I called attention to the unfairness of this attitude, and to the fact that were their efforts successful they would be throwing out of employment not only about one hundred and forty men in the train service, but five or six thousand steel works employees, and asked and urged that instead of calling the men out at six o'clock we continue our conference until we could reach an agreement, suggesting either tomorrow (Tuesday) morning at ten o'clock, or a continuance this evening without interruption. This and other similar requests met with the same refusal on the part of the representatives of the labor organizations named, and with the statement that they would in no way try to prevent the men leaving the service, pending possible further negotiations, they left the conference at six o'clock.

It is a matter of extreme regret that such a situation should develop, and is very surprising that representatives of the two railroad organizations, standing in such high public favor, should have taken so arbitrary a position, in the face of an oft repeated willingness to negotiate with them as well as with our own employees.

J. F. Welborn

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36601

THE COLORADO FUEL AND IRON COMPANY,
DENVER, COLORADO.

J. F. WELBORN,
PRESIDENT.

December 26, 1918

Dear Mr. King:

I am enclosing herewith the clipping from the Trinidad PICKETWIRE of December 12 referred to in Mr. Welborn's letter of the 16th instant to Mr. Murphy, copy of which was sent you on the 19th.

Yours very truly,

J. R. Scoon

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Speedy Settlement of C. & W. Strike and Without Disorder of any Kind Leads Us to Call Attention to John D. Rockefeller Jr.'s Able Discourse on the Ten Principles Intended to Guide the Relationship Between Employer and Employee.

The people of this community should rejoice that all parties vitally interested in the C. & W. controversy succeeded in adjusting their differences in the short time of fifty and one-half hours and without the slightest sign of disorder on the part of anyone involved.

Today more than ever it is necessary that every man or woman stay on the job. The period of reconstruction will, in the minds of a good many, be a greater problem for the country to solve than the war itself.

In view of the Rockefeller interests being so strongly represented in the Colorado Fuel and Iron Company of which the C. & W. is a subsidiary company, it seems most timely to re-print below a speech made by John D. Rockefeller, Jr., last Thursday at Atlantic City at the National Reconstruction Congress which was held there under the initiative of the Chamber of Commerce of the United States.

Mr. Rockefeller enunciates ten principles which should guide the relationship between employer and employee. They are well worth study on the part of everyone.

1. I believe that labor and capital are partners, not enemies; that their interests are common interests, not opposed, and that neither can attain the fullest measure of prosperity at the expense of the other, but only in association with each other.

2. I believe that the community is an essential party to industry and that it should have adequate representation with the other parties.

DEFINITE PURPOSE OF INDUSTRY.

3. I believe that the purpose of industry is quite as much to advance social well being as a material well being, and that in the pursuit of that purpose the interests of the community should be carefully considered, the well being of the employes as respects living and working conditions should be fully guarded, management should be adequately recognized and capital should be justly compensated, and that failure in any of these particulars means loss to all four.

4. I believe that every man is entitled to an opportunity to earn a living, to fair wages, to reasonable hours of work and proper working conditions, to a decent home, to the opportunity to play, to learn, to worship and to love, as well as to toil, and that the responsibility rests as heavily upon industry as upon government or society to see that these conditions and opportunities prevail.

5. I believe that industry, efficiency and initiative, wherever found, should be encouraged and adequately rewarded, and that indolence, indifference and restriction of production should be discontinued.

WANTS GRIEVANCES ADUJSTED PROMPTLY.

6. I believe that the provision of adequate means of uncovering grievances and promptly adjusting them is of fundamental importance to the successful conduct of industry.

7. I believe that the most potent measure in bringing about industrial harmony and prosperity is adequate representation of the parties interested; that existing forms of representation should be carefully studied and availed of in so far as they may be found to have merit and are adaptable to the peculiar conditions in the various industries.

8. I believe that the most effective structure of representation is that which is built from the bottom up, which includes all employes, and, starting with the election of representatives in each industrial plant, the formation of joint works' committees, of joint district councils, and annual joint conferences of all the parties in interest in a single industrial corporation, can be extended to include all plants in the same industry, all industries in a community, in a nation and in the various nations.

9. I believe that the application of right principles never fails to effect right relations; that the letter killeth and the spirit maketh alive; that forms are wholly secondary while attitude and spirit are all important, and that only as the parties in industry are animated by the spirit of fair play, justice to all and brotherhood will make any plans which they may mutually work out succeed.

10. I believe that that man renders the greatest social service who so co-operates in the organization of industry as to afford to the largest number of men the greatest opportunity for self-development and the enjoyment by every man of those bnefits which his own works adds to the wealth of civilization.

Mr. Rockefeller in conclusion said:

"Never was there such an opportunity as exists today for the industrial leader with clear vision and broad sympathy permanently to bridge the chasm that is daily gaping wider between the parties in interest and to establish a solid foundation for industrial prosperity, social improvement and national solidarity.

MUST APPRECIATE HUMAN LIFE.

Future generations will rise up and call those men blessed who have the courage of their convictions, a proper appreciation of the value of human life as contrasted with material gain, and who, imbued with the spirit of brotherhood, will lay hold of the great opportunity for leadership which is open to them today.

"In conclusion, let it be said that upon the heads of these leaders—it matters not to which of the four parties they belong who refuse to reorganize their industrial households in the light of the modern spirit will rest the responsibility for such radical and drastic measures as may la
industry if the highest interests of all are no
ed and dealt with in spirit of fairness. Wl
block the wheels of progress and to fail to r
the present opportunity of helping to usher
dustrial peace and prosperity?"

These points in his speech met with t
the audience:

Only as those who sit around the peac
with a dominating sense of the brotherhoo
efforts result in an outcome justifying the pr
paid for peace.

MUST CONSIDER WELFARE OF

The soundest industrial policy is that w
ly in mind the welfare of the employes as v
of profits and which when necessity arises s
to welfare.

In the light of the present, every thinkin
the view that the purpose of industry is to a
being rather than primarily to afford a mea
lation of individual wealth.

AS REGARDS LABOR, IT IS JU
AND ADVANTAGEOUS FOR LABOR
ITSELF INTO ORGANIZED GROUPS
VANCEMENT OF ITS LEGITIMATE
FOR CAPITAL TO COMBINE FOR T
JECT.

In these days the selfish pursuit of p
expense of the groups can and will no long

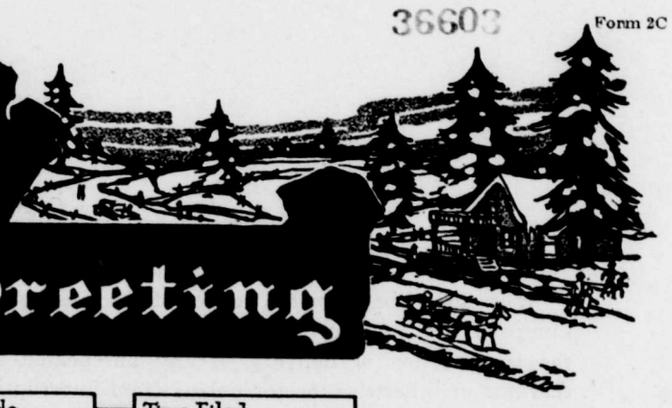
W. L. Mackenzie King Papers
Volume 42

RCHIVES PUBLIQUES
CANADA

36603 Form 2C

Holiday Greeting

GREAT NORTHWESTERN TELEGRAM



Receivers No	Time Filed
Day Message	Night Message	Night Letter ✓

GEO. D. PERRY, GENERAL MANAGER

SEND THE FOLLOWING TELEGRAM, SUBJECT TO THE TERMS ON BACK HEREOF, WHICH ARE HEREBY AGREED TO

Ottawa, December 24, 1918 191

TO Mrs. J. F. Welborn,
1065 Logan Street,
Denver, Colorado.

Best wishes to all for a very Merry Christmas. Have just returned to Ottawa from New York. Am writing, and sending book by Christmas mail to bring you my heartiest greetings. Sorry letter and Christmas remembrance not already in Denver. Hope the day will be a very happy one for you all.

Rex.

CHG. W.L.MACKENZIE KING.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36604

THE CAROLINA

PINEHURST, N. C
H. W. PRIEST, MGR.

11. April 1918

My Dear Tony

I do hope you
have read my letter through
waiting when you can.
The only thing I regret is that
it is not written better & clearer
as I must have left something
in a pretty bad mess in
my packing operations when
leaving. Such as it is though
you most welcome to read
it as you please.
I am having my ups and
downs here. Have been

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36605

THE CAROLINA

PINEHURST, N. C
H. W. PRIEST, MGR.

Laid by, in the attacks of my old enemy, but the most of this time have been pretty fair, and have enjoyed the beautiful weather and the excellent golf.

The weather today would do this climate credit in wonderful perfection and the weather is one that cannot be beaten.

I expect to return to Ottawa after a stay of a week or so in N.Y. about the 14th May.

With very good wishes
Yours very sincerely
W W Wells

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36606

The Roxborough,
Ottawa, April 15, 1918.

Mr. Justice W. H. Wells,
The Carolina,
Pinehurst, North Carolina.

My dear Judge:

I thank you most heartily for your kind letter of the 11th instant.

I ventured, without waiting for your letter to presume on the generosity of your nature as I know it, and made use of your rooms for the two nights that Mr. Rockefeller was here as my guest. I found everything in good order and sought to leave it as I found it. I am very greatly obliged to you.

I am sorry that your visit has not been all "ups", instead of ups and downs, but I trust that on the whole the health curve has been decidedly upward, and that you are coming back much refreshed in health and outlook. We seem at last to have reached the approach of spring. I have noticed to-day for the first time the leaves of the soft maples making their appearance. By the time you return we shall have splendid weather awaiting you, and all of your friends here will be glad to see you again.

With cordial wishes and regards, Believe me always,

Very sincerely yours,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, May 13, 1918.

My dear Clarence:

I am sending you to-day, under separate cover, the copy of my little book, "The Secret of Heroism", which I promised to send you a few days ago.

Opposite page 18, you will see the picture of the Sir Galahad monument which is in front of the Parliament Buildings at Ottawa. If you compare this picture with the photograph of the model in the exhibit at the Peabody Art Gallery, you will be able to see how splendidly the artist developed his original idea, after having made the mistake of departing from it and making a different figure, which the committee was unable to accept.

I hope you will like the little story of my friend Harper. He and I were about your age when we started college together, and were friends till the time of his death. I am sure you will feel as I do, that his life, though cut short, still exerts a very real influence in the world, and that his example was of a kind which should prove a great inspiration to all men as well as boys.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hope Jerry is getting on well with his Government of Alaska. Please tell him that if I learn of any army about to invade those remote territories, I shall send him a wire at once. Tell him I enjoyed very much all that he showed me, and that I have thought of it very many times since.

With best remembrances to both you boys, and with kindest regards to your father, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. Clarence Wheelwright,
10 West Madison Street,
Baltimore, Maryland.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

you. Thanking you again for the book,

I remain

very truly

Clarence W. Wheelwright

36609

May 23rd 1918

THE GILMAN COUNTRY SCHOOL
ROLAND PARK, MARYLAND.

My dear Mr. King:-

I received the copy of "The Secret of Heroism", but I did not have time to read it. Father made a rule that I could not take any book to school from home, as it would interfere with my school work.

The reason that I have not written you before this, is because I am in the middle of my final examinations, so that I am nearly fagged out.

Jere says that he will let you know as soon as he plans an invasion of Canada. At present he is very busy over the Russian situation. Father asks to be remembered to

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, March3, 1918.

Dear Mr. Wheelwright:

I should like to supplement our business correspondence of the last few days with a personal note of renewed thanks for your more than generous hospitality to me during the time I was in Baltimore. Indeed, I enjoyed your hospitality to such an extent, that, as I look back on the days we were together, they seem to have been even more in the nature of a week-end visit than as in any way connected with a business engagement. I enjoyed particularly the talks we had together, and meeting your two splendid boys.

I am sure that, in addition to the happiness of the occasion, we succeeded in doing a good day's work. All that was accomplished, in the way of forming a new basis for future relations between the Company and its employees, is certain to have far-reaching effects, and I am sure will afford to you, as time goes on, no end of personal satisfaction.

As you would gather, it is the human side of industry which interests me the most; but I can see, from our talks together, that you are hardly less interested than I myself am in this phase of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

cial and industrial development. It is to men like urself that America must look for an evolution in dustry which will save revolution. The part played effecting this evolution is never quite so dramatic that which pertains to the more radical departures; t it is a more enduring part, and while it brings ppiness, it also avoids very much in the way of saster and suffering.

If I might be permitted to do so, I should ike to congratulate you on the fine spirit you hibited at every turn of the recent negotiations, so far as I was privileged to witness their rogress.

With warm personal regards, Believe me, ear Mr. Wheelwright,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. J. H. Wheelwright,
10 West Madison Street,
Baltimore, Maryland.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36612

The Belvedere Hotel,
Baltimore, April 27, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Md.

Dear Mr. Wheelwright:

Encs. 1-2 I enclose herewith two mimeographed copies of the Memorandum of Agreement. One of these copies is marked so as to indicate the sources from which its sections have been taken by reference to the several sections in the Basic Understanding document.

Encs. 3-4 I also enclose the Basic Understanding document itself, to which I have attached a typewritten reference page which is in the nature of a key to indicate where the several clauses of the Basic Understanding find their place in the Memorandum of Agreement.

Encs. 5-6 I also enclose the two clauses with reference to Checkweighmen, marked, respectively, Alternative 1, Alternative 2.

Mr. Bradfield has the additional mimeographed copies of the Memorandum of Agreement.

I am leaving for New York tonight. My address in New York tomorrow, and for the next two or three days, will be The Harvard Club, 27 West 44th Street. My permanent address is The Roxborough, Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Kindly permit me, in concluding this note, to express again the pleasure it has been to me to have the opportunity of co-operating with yourself and the other officers of your Company in the drafting of the proposed agreement. May I also express my appreciation of the many courtesies of yourself and the other gentlemen during our association together.

Yours very truly,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

TELEGRAM OVER PRIVATE WIRE
Consolidation Coal Co

April 29th, 1918

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

Have just completed two hour conference with Doctor Garfield. Very much impressed with importance, breadth and scope of plan. Consults with advisors this evening and will see me again sometime tomorrow.

J H Wheelwright.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Washington, April 30, 1918.

Just finished three hour conference. Another on again this afternoon; and a further one tomorrow morning. It looks as if the Administration will adopt this plan and suggest it to a meeting of operators, and then later to the other side. This would, of course, eliminate the name of our Company in the plan presented; and if it was adopted for Maryland we would then have a plan which had been sanctioned by the Administration, which we could proceed to put into effect in other divisions without having further conference. I think we are making good progress, but there is nothing sure here until it is completed. Hope to be able to advise you further tomorrow evening.

J. H. Wheelwright.

Received over the phone
from Mr. Wheelwright.
Tuesday, April 30 - 5. p.m.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Message from Mr. Wheelwright, from Washington,
May 1st, 1918. Received over phone, from Mr. Heydt, 5.30 p.m.

"Operators of George's Creek and Upper Potomac fields, in a meeting with Peale and White of Fuel Administration, were told that the plan which was read would be acceptable to Fuel Administration, provided that the other side agreed to it. Operators' committee unanimously adopted plan in its entirety, and will wait here for further conference. After Fuel Administration has given hearing to other side, and their objections, if any, they will again call the operators together."

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

First draft of letter of May 4. For changes made see letter attached

36617

Washington, D. C., May 4, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D. C.

Gentlemen:

In accordance with the request of the Chairman of the Fuel Administration Department, the Operators of the George's Creek and Upper Potomac fields submitted to the Department a proposal in the nature of an agreement between the Companies concerned and their employees, which agreement had been framed with a view to:

(1) an increase of output through the continuous operations of all mines;

(2) the establishment of fair and equitable machinery for the prevention and adjustment of grievances and disputes which may arise in and about the mines; and

(3) the promotion generally of amicable relations between the operators and their employees, and the furtherance of the well-being of employees and their families.

On the 2nd instant, the Operators received from you a copy of a communication of that date which, they were informed, had been prepared upon request by the Fuel Administration for a statement in writing which would convey the views of the Companies'

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

employees with respect to the several features of the proposal submitted. Accepting in good faith the communication thus transferred, the Operators proceeded to comply with your request for further consideration of the points raised therein.

The criticisms of the Operators' proposals were:

(1) specific - with respect to two or three features;

(2) general - with respect to (a) phraseology, as being ambiguous, and (b) machinery, as being cumbersome.

To the specific points raised, the Operators gave most careful consideration, and, with respect to all, submitted to the Fuel Administration proposals which they regarded as adequately meeting the points at issue. With respect to the criticisms of a general nature, the Operators intimated their willingness to consider such modifications as might serve to avoid ambiguity in phraseology, or cumbersomeness in the machinery proposed, provided such modifications did not occasion departure from principles involved.

I have learned with surprise to-day that, notwithstanding this action by the Operators, it is now desired that matters other than those specifically mentioned in the above letter of May 2nd should be considered, and that the proposed agreement be changed in a number of particulars. This is the more surprising in that, in drafting their original proposals, the Operators were pleased to recognize, without exception, the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

essential features of a Basic Understanding form of agreement recommended to them by the Fuel Administration for consideration. It is to features to be found in this very Basic Understanding that, amongst others, exception is now being taken. Obviously, there can be no finality to negotiations carried on in such a manner. Under the circumstances, and in order that the position of the Operators may be made quite clear, I feel I should, without delay, inform you that, in the matter of negotiating, the Operators have gone just as far as, in the public interest, not less than in the interests of their own business and labor relations, it has seemed wise and prudent for them to go.

Should a settlement not be possible along the lines and subject to the modifications indicated, the Operators would respectfully ask that the Chairman of the Fuel Administration be so informed, and that the Chairman be accorded a statement in writing which will specifically set forth what, if any, are the differences between the Companies concerned and their employees , which have not been specifically covered or met in the proposals as submitted and amended.

Yours very truly,

On behalf of Operators.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

Baltimore
~~Washington, D. C.~~, May 4, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D. C.

Gentlemen:

(In accordance with) the request of the ~~Chairman of the Fuel Administration~~ [illegible], the Operators of the George's Creek and Upper Potomac fields submitted ~~to this Department~~ a proposal in the nature of an agreement between the Companies concerned and their employees, which agreement had been framed with a view to:

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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Should a settlement not be possible along the lines and subject to the modifications indicated, the Operators would respectfully ask that the ~~Chairman of the~~ Fuel Administrator ~~for~~ be so informed, and (that ~~the Chairman~~ be accorded a statement in writing which will specifically set forth what, if any, are the differences between the Companies concerned and their employees , which have not been ~~specifically~~ covered or met in the proposals as submitted and amended.

Yours very truly,

On behalf of Operators.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36623

Washington, D. C., May 4, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D. C.

Gentlemen:

In accordance with the request of the Chairman of the Fuel Administration Department, the Operators of the George's Creek and Upper Potomac fields submitted to the Department a proposal in the nature of an agreement between the Companies concerned and their employees, which agreement had been framed with a view to:

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

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Yours very truly,

On behalf of Operators.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

(1st Draft) 36636

Washington, D. C., May 4, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D. C.

Gentlemen:

In accordance with the request of the Chairman of the Fuel Administration Department, the Operators of the George's Creek and Upper Potomac fields submitted to the Department a proposal in the nature of an agreement between the Companies concerned and their employees, which agreement had been framed with a view to:

(1) an increase of output through the continuous operations of all mines;

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
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Yours very truly,

On behalf of Operators.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

(2nd Draft)

36629

THE CONSOLIDATION COAL COMPANY

INCORPORATED

GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS

J. H. WHEELWRIGHT
PRESIDENT

BALTIMORE, MD.

May 4th, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D.C.

Gentlemen:

~~In accordance with~~ Acting upon the request of the Fuel Administration, the Operators of the George's Creek and Upper Potomac fields submitted a proposal in the nature of an agreement between the Companies concerned and their employees, which agreement had been framed with a view to:

(1) an increase of output through the continuous operations of all mines;

(2) the establishment of fair and equitable machinery for the prevention and adjustment of grievances and disputes which may arise in and about the mines; and

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
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W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

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Should a settlement not be possible along the lines and subject to the modifications indicated, the Operators would respectfully ask that the Fuel Administrator be so informed, and that the Fuel Administrator be accorded a statement in writing which will specifically set forth what, if any, are the differences between the Companies concerned and their employees, which have not been ~~specifically~~ covered or met in the proposals as submitted and amended.

Very truly yours,

On behalf of Operators.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36632

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
J. H. WHEELWRIGHT.
PRESIDENT
BALTIMORE, MD.

May 4th, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D.C.

Gentlemen:

Acting upon the request of the Fuel Administration, the Operators of the George's Creek and Upper Potomac Fields submitted a proposal in the nature of an agreement between the Companies concerned and their employees, which agreement had been framed with a view to:

(1) an increase of output through the continuous operations of all mines;

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
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(2) general - with respect to (a) phraseology, as being ambiguous, and (b) machinery, as being cumbersome.

To the specific points raised, the Operators gave most careful consideration, and, with respect to all, submitted to the Fuel Administration proposals which they regarded as adequately meeting the points at issue. With respect to the criticisms of a general nature, the Operators intimated their willingness to consider such modifications as might serve to avoid ambiguity in phraseology, or cumbersomeness in the machinery proposed, provided such modifications did not occasion departure from principles involved.

I have learned with surprise today that, notwithstanding this action by the Operators, it is now desired that matters should be considered other than those specifically mentioned in the above referred to communication of May 2nd, and that the proposed agreement should be changed in a number of unspecified particulars. This is the more surprising in that, in drafting the original proposals, the Operators were pleased to recognize the essential features of a Basic Understanding form of agreement recommended to them by the Fuel Administration for consideration. It is to features to be found in this very Basic Understanding that, amongst others, exception

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

is now being taken. Obviously, there can be no finality to negotiations carried on in such a manner. Under the circumstances, and in order that the position of the Operators may be quite clear, I feel I should, without delay, inform you that, in their proposals, the Operators have gone just as far as, in the public interest, not less than in the interests of their own business and labor relations, it has seemed wise and prudent for them to go.

Should a settlement not be possible along the lines and subject to the modifications indicated, the Operators would respectfully ask that the Fuel Administrator be so informed, and that the Fuel Administrator be accorded a statement in writing which will specifically set forth what, if any, are the differences between the Companies concerned and their employees, which have not been covered or met in the proposals as submitted and amended.

Very truly yours,

(SIGNED) J. H. WHEELWRIGHT

On behalf of Operators.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36635
Form 1220

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT 18 NV 359 PAID 169 CONGRESS ST., BOSTON-ALWAYS

BALTIMORE MD 313PM MAY 7 1918

W L MACKENZIE KING

478

HARVARD CLUB

BOSTON MASS

OUR WASHINGTON OFFICE THIS MORNING SAID MR PEALE DESIRED ME TO CALL HIM ON THE TELEPHONE WHICH I DID. HE STATED THAT AFTER RECEIVING MY LETTER, HE HAD SENT FOR DIAMOND, WHO HAD SUBMITTED HIS OBJECTIONS TO THE SAME IN WRITING, AND THAT HE AND WHITE HAD THEN MADE AN APPOINTMENT WITH DR GARFIELD FOR LAST EVENING AND THEY HAD STATED TO DR GARFIELD THAT THE MATTER WAS NOW REDUCED TO TWO POINTS; ONE OF GENERAL COMMITTEE AND THE OTHER PAYMENT OF CHECK - WEIGHMENS WAGES, AND MR GARFIELD WANTED THEM, PEALE AND WHITE, TO ASK THE OPERATORS IF WE COULD GET TOGETHER AND WORK OUT A SOLUTION OF THESE DIFFICULTIES. I TOLD PEALE THAT WE STARTED IN WITH THIS PROPOSITION WITH THE DISTINCT UNDERSTANDING THAT THERE WAS TO BE NO CONFERENCE BETWEEN THE OPERATORS AND THE UNITED MINE WORKERS, AND THIS REQUEST VIOLATED THE VERY SPIRIT OF THE UNDERSTANDING WHICH HAD TAKEN PLACE WITH DR GARFIELD AND HIMSELF, TO WHICH HE REPLIED: "YES, THAT IS UNDERSTOOD," BUT HE, PEALE, THOUGHT IF WE COULD ALL GET AROUND A TABLE, THE DIFFICULTIES COULD BE WORKED OUT, BUT IF WE DID NOT DO THIS THAT THEY WOULD HAVE TO WRITE THE AGREEMENT, WHICH HE THOUGH MIGHT NOT BE SATISFACTORY TO EITHER SIDE. I STATED THAT WE BELIEVED WE WERE ENTITLED TO A PLAN TO ENDEAVOR TO WORK OUT THE DIFFERENCES BETWEEN EMPLOYER AND EMPLOYEES DIRECT, AND THAT WE COULD NOT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36636

Form 1220

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT 2/18 NY 359 PD

PARTICIPATE IN ANY JOINT CONFERENCE, SO THE MATTER STANDS THAT PEALE AND WHITE ARE TO PREPARE A PLAN OF SETTLEMENT AND SUBMIT IT TO DR GARFIELD. PEALE STATED THAT DR GARFIELD WAS LEAVING FOR THE BALANCE OF THE WEEK THIS EVENING, AND ALSO HE AND WHITE, AND IF THEY ARRIVED AT ANY DEFINITE CONCLUSION TODAY HE WOULD COMMUNICATE WITH ME. ALL OF THE OPERATORS HAVE UNANIMOUSLY APPROVED OF OUR ACTION IN DECLINING TO HAVE A JOINT MEETING, AND PUTTING THE MATTER UP AS WE DID IN OUR LETTER TO THE FUEL ADMINISTRATOR.

J H WHEELWRIGHT.

412PM

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36637

Boston, May 8, 1918.

Mr. J. H. WHEELWRIGHT,
President, The Consolidation Coal Company,
Continental Building,
Baltimore, Md.

Your wire received, and dealt with in phone conversation with Lord and letter sent him special delivery yesterday. Plan leave Boston for Ottawa eight tonight, unless you suggest my delaying a day or longer.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36638 Form 1204

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

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

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

113 MASS. AVENUE BOSTON PHONE 5920 LINE 106

RECEIVED AT

T132FY FAF 22

NR BALTIMORE MD 1256PM MAY 8

W L MACKENZIE KING

SV122

HARAVRD CLUB BOSTON MASS

SINCE MY TELEGRAM TO YOU THERE HAS BEEN NO DEVELPOEMENTS FROM FUEL ADMINISTRATION DO NOT EXPECT TO HEAR ANYTHING UNTIL NEXT WEEK

J H WHEELWRIGHT

326P

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

May 8th, 1918.

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

My dear Mr. King:

I enclose herewith, for your information, copy of letter I have written today to Dr. H. A. Garfield, United States Fuel Administrator, advising him that we were going ahead and putting our original plan into effect with our employees in the West Virginia Division.

Very truly yours,

J. H. Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE CONSOLIDATION COAL COMPANY
INCORPORATED

GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS

J. H. WHEELWRIGHT.
PRESIDENT

BALTIMORE, MD.

May 8th, 1918.

Dr. H. A. Garfield,
United States Fuel Administrator,
Washington, D. C.

My dear Dr. Garfield:

In my letter to you of May sixth, I referred to the recent newspaper reports in West Virginia to the effect that the mines of The Consolidation Coal Company were to be unionized, and for that reason I felt it necessary that the Maryland situation be brought to an early conclusion.

In spite of our emphatic denials of these reports they still persist, and are causing great unrest among the operators and employees.

I feel, under the circumstances, and in view of the inevitable delay of the settlement of the Maryland situation, it is not only necessary to the preservation of harmonious relations with our employees, but it is our duty, in the public interest, to put into effect without delay an agreement with our employees in West Virginia, in substantially the form of the proposal I submitted and discussed with you.

As you know, it was our intention prior to the development of the Maryland situation to put this plan into effect in all of our Divisions:- Maryland, West Virginia,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Pennsylvania, and Millers Creek and Elkhorn Divisions of Kentucky.

Mr. Peale expressed the view that if we put this plan in all of our Divisions at once it might cause some disturbance in the general mining situation. While we disagree absolutely with this view, we are willing nevertheless to withhold for the present putting this plan into effect in our Pennsylvania Division, and in our Millers Creek and Elkhorn Divisions of Kentucky, so long as we see no signs of the present situation in those fields undergoing a change.

Our West Virginia situation is entirely different from the Maryland situation. In Maryland, as you know, by the activities of the United Mine Workers, a large number of differences seem to have arisen between the employees and the employers, and complaints have been made to your department, while in the West Virginia case we have no present or pending differences between our Company and its employees, and, therefore, believing it essential to put in an agreement with our own men before we have the intervention of the United Mine Workers, we have ordered this plan put into effect.

From the statement made to me by Mr. Peale yesterday that he was quite sure that the recommendations of himself and Mr. White, for the solution of the Maryland situation, would be unsatisfactory to both sides, we, therefore, prefer, while we have the right to deal with our own men direct, to take advantage of this opportunity and put in a plan that is entirely satisfactory.

Very sincerely yours,
(SIGNED) J. H. WHEELWRIGHT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36642

FORM 2.

The Great North Western Telegraph Co.

OF CANADA

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

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

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

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

No employee of the Company shall vary the foregoing.

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

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

CUSTOMERS' TYPE-WRITER BLANK.

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

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

Ottawa, May 10, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Continental Building,
Baltimore, Md.

Your letter May eighth with enclosure just received. Many thanks. Think course taken wholly prudent. Letter referred to in telegram of yesterday still en route.

W. L. Mackenzie King.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 11, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I beg to confirm the following telegram, sent in reply to your letter of the 8th instant, which expresses my view of the excellent letter you have sent Dr. Garfield with respect to the agreement between the Consolidation Coal Company and its employees in the Virginia Division, which you have just ordered to be put into effect:

> "Your letter May eighth with enclosure just received. Many thanks. Think course taken wholly prudent. Letter referred to in telegram of yesterday still en route."

It seems to me you acted with great wisdom, not only in taking this step at once, but also in placing on record with the Fuel Administration the different facts and circumstances of which your letter makes mention.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

36644

Form 1 T.W.

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

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

197 MO 0 49

BALTIMORE MD 9

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

468

M SENDING YOU BY MAIL PROPOSED ARRANGEMENT BY FUEL ADMINSTRATION FOR MARYLAND THEY HAVE LEFT OUT OUR GENERAL COMMITTEE AND MADE SOME CHANGES IN COLLECTION OF CHECK WEIGHMANS WAGES HAVE ASKED YOU IN LETTER TO TELEGRAPH ME ON RECEIPT OF SAME YOUR IMPRESSIONS WILL BE IN WASHINGTON MONDAY MORNING

J H WHEELWRIGHT.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36645

The Great North Western Telegraph Co.

FORM 2.

OF CANADA

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

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

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

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

No employee of the Company shall vary the foregoing.

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

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

CUSTOMERS' TYPE-WRITER BLANK.	SENT NO.	SENT BY.	REC'D BY.	TIME SENT.	TIME FILED.	CHECK.

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

Ottawa, May 9, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Continental Building,
Baltimore, Md.

Your telegram received. Will wire immediately on receipt of letter.

W. L. MACKENZIE KING

COLLECT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36646

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

May 9th, 1918.

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

Dear Mr. King-

I am sending you herewith copy of communication received this morning from Messrs. Peale and White with their form of the agreement. You will see at a glance that the General Committee, the adjustments of checkweighmen and some of the rights of appeal have been eliminated, and some changed, but, on the whole, I think we have not done so badly.

I will be in Washington early Monday morning. Will you wire me at my Baltimore office, as soon as you receive this, your impressions.

I have directed that the original plan, as contained in the blue cover, be put into effect in West Virginia, but I have suggested that they change the concluding clause, which is "Duration of Agreement", and state that, "The provisionsof this agreement shall govern the parties hereto from the date of its adoption during the continuance of the war, etc.-", leaving out the approval of the Fuel Administrator, so that we will nothave to submit it any further and can retain all our machinery.

Very truly yours,

J H Wheelwright
mfy

Dictated but not read
by Mr. Wheelwright.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36647

UNITED STATES FUEL ADMINISTRATION.

Washington, D. C.

Washington, D. C., May 7, 1918.

Mr. J. H. Wheelwright,
Baltimore, Md.
Mr. John Brophy,
Frostburg, Md.

Representing the Coal Producers of the Maryland and Upper Potomac District.

Gentlemen:-

During the past ten days, as you know, a series of meetings have been held between Representative Operators of your District and the U. S. Fuel Administration; likewise, between Representatives of the Mine Workers of your fields and the U. S. Fuel Administration, looking to the harmonizing of differences between the employers and the employees.

In order to provide a basis of agreement that will stabilize labor conditions and maintain production, we have, by direction of the U. S. Fuel Administrator, prepared an agreement, copy of which is herewith enclosed, which we hope will receive the approval of both Operators and Miners, and result in avoiding the threatened controversy.

May we ask that you call together the Operators in your territory and submit to us on Monday, the eleventh instant, their approval indicated by the signature of the Operators to this agreement.

We are submitting a like copy to the Mine Workers with the request that they, in like manner, indicate their acceptance.

Yours very truly,

U. S. FUEL ADMINISTRATION,

By Rembrandt Peale

John P. White.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Washington, D. C., May 6, 1918.

The United States Fuel Administrator, being anxious to do all in his power to maintain and stimulate coal production, and to increase the efficiency of labor, in the Maryland and Upper Potomac Districts, submits the following as an agreement between the coal operators and their employees in their mining operations, which agreement has been framed with a view to:

(1) An increase of output through the continuous operations of all mines;

(2) The establishment of fair and equitable machinery for the prevention and adjustment of grievances and disputes which may arise in and about the mines; and

(3) The promotion generally of amicable relations between the operators and employees, and the furtherance of the well-being of employees and their families.

MAINTENANCE OF EXISTING RULES, REGULATIONS.

All rules and regulations now in effect in the respective mines shall continue without change, except as they may be affected by this agreement.

As respects wages and the continuance of mining operations, the Company and its employees shall comply with the provisions of the order of the United States Fuel Administrator issued on October 27th, 1917.

ELECTION OF MINE COMMITTEES.

The employees shall elect mine committees, to be composed of three employees from each mine, to be annually selected by sealed ballot, after written notice stating the place and time of election has been posted at the tipple or tipples at least three days prior to the election. The persons elected shall act from the time of their election until the next annual meeting, unless in the interval, removal, resignation, or other circumstances occasion vacancies, in which event special elections shall be similarly held for the purpose of filling such vacancies.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE DUTIES OF MINE COMMITTEES.

The duties of mine committees shall be confined to the adjustment of disputes which the Superintendent and the mine foreman and the employee or employees affected have endeavored but have been unable to adjust. The mine committee shall not take up any grievance during work hours. In all such cases, all parties involved must continue at work, pending the investigation and adjustment, as herein set forth, of any grievance or complaint.

PRESENTATION AND ADJUSTMENT OF GRIEVANCES AND DISPUTES.

The management shall receive the mine committees herein provided, for the purpose of presenting any grievance, disagreement, or dispute that they have to submit, which shall not be any matter herein settled, waived, rejected, or postponed. If the committee fails to arrive at a satisfactory adjustment with the Superintendent, of matters complained of, the same are forthwith to be submitted to the Manager or other properly designated official or owner, who shall pass upon the question within a period of three days. The right of the employees to select their representatives, not more than three in number, to present their case to the umpire, shall not be abridged, and the employer shall have the same right.

RIGHT OF APPEAL.

The right of appeal, in the consecutive order herein indicated, must be so exercised that the final appeal to the umpire shall be made within a period of thirty days from the original presentation of a grievance by the committee, exclusive of any extension of time mutually agreed upon. Otherwise, the matter shall be regarded as having been satisfactorily adjudicated, and the right of appeal forfeited.

Any agreement reached through the machinery herein provided for the settlement of disputes or grievances shall be reduced

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

to writing, and shall be final, and shall not be subject to further appeal; and

It is further provided, that all matters of dispute, disagreement, or grievances, unless adjusted as aforesaid, must be referred to the umpire for final settlement, and the umpire shall have the right upon his own motion to take jurisdiction of any matter covered by this agreement.

METHOD OF APPOINTMENT OF UMPIRE.

The umpire herein provided for shall be appointed upon request by U. S. Fuel Administrator by Judge Rose of the United States District Court of Maryland; said appointment to be subject to review by the United States Fuel Administrator, on appeal by either the employees or the operators. The United States Fuel Administrator shall have the power to disapprove such appointment, in which event the said Judge shall make another appointment, which appointment shall also be subject to review by the United States Fuel Administrator. In the event of the second nominee of the said Judge not being approved by the United States Fuel Administrator, the Administrator shall himself appoint such umpire.

The umpire shall serve during the term of this agreement. In the event of a vacancy arising through removal, resignation, or other circumstance, the foregoing procedure shall be followed in the appointment of a new umpire. The umpire shall receive suitable compensation to be agreed upon-one-half to be paid by the operators and one-half by the employees.

COMMITTEEMEN'S RIGHT TO PROTECTION IN THE DISCHARGE OF THEIR DUTIES.

To protect against the possibility of unjust treatment, any member of a mine committee believing himself to be discriminated against shall have the rights herein provided of appeal to the officers of the company. Having exercised the right indicated, without

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

obtaining satisfaction, he shall have, for thirty days thereafter, the further right of appeal, in consecutive order to the umpire provided for under this agreement, who shall determine whether or not discrimination has been shown, and, as respects any member of a committee deemed by the umpire t have been unfairly dealt with, the Company shall make such reparation as the umpire may direct.

EMPLOYEES' RIGHT TO MEMBERSHIP OR NON-MEMBERSHIP IN LABOR OR OTHER ORGANIZATIONS.

The operators recognize the right of their employees to join any union, labor organization, or society they may choose, and agree that they shall not be discriminated against for having joined such organization, providing always that in their affiliation and in the conduct of the organization nothing is done to disturb the relations existing between employer and employee, by methods of intimidation or coercion, and provided that employees joining any organization recognize the right of each employee to join or not as he may individually decide, and also recognize the right of the company to insist that no employee shall use the company's time for any purpose other than that for which he is paid, and that he must not interfere with the operations of the mine or knowingly do that which will reduce the output.

EMPLOYEES' RIGHT TO RE-EMPLOYMENT WHERE DISCHARGED BECAUSE OF UNION AFFILIATION.

The management will, upon application through the usual channels for employment, re-employ any man who has been discharged because of his affiliation with the union.

Any dispute under this clause shall be adjusted in accordance with the provisions of this agreement respecting the adjustment of grievances.

EMPLOYEES' RIGHT TO CHECK-WEIGHMAN.

A check-weighman, selected and paid by the miners as

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

provided by law, from among the miners employed at the mine, may be placed on each tipple where coal is weighed, and his duties shall be those prescribed by the laws of the state. In case a suitable man cannot be found at any time among the employees at the mine, an outsider may be employed by and with the mutual consent of the operators and the miners. An election shall be held at the mouth of the mine or tipple, after three days' notice posted at the mouth of the mine or tipple, which election shall be free from interference of the company's officers or agents.

Election of check-weighman shall not be held oftener than once in every three months, unless within that period the position of check-weighman becomes vacant.

In order that provision for the regular payment of the check-weighmen's wages may be made by the miners, the operators shall collect and pay over to the check-weighmen the amount assigned by written order of the miners for that purpose, (the word "miners" in this article shall be construed to apply to hand and machine miners and loaders) provided, however, that any question concerning the method of collection of check weigh-men's wages shall be regarded in the same light as any other grievance or dispute and shall be taken up for adjustment in the manner herein set forth regarding settlement of grievances and disputes, including the right of final appeal to the umpire.

GENERAL RULES AND POLICIES.

The rules of the company shall provide for an equitable distribution of mine cars.

The rules in regard to working conditions shall be posted in a conspicuous place at or near every mine.

The semi-monthly pay day shall be maintained at all mines.

The right of the company's employees to meet in peaceful assemblage shall not be interfered with or abridged.

The management, including Superintendents and Foremen shall be respected in the control of the mine and the direction of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

the working force, and shall have authority to hire or discharge.

PENALTY CLAUSE.

If any mine worker or group of mine workers in any way interrupts the operation of the mine, or causes a strike, the operator shall deduct from the earnings of each employee, except those who continue at work, the sum of one dollar per day for each day or fraction thereof that such mine worker fails to report for work.

If a mine is closed or the men locked out by an operator, without just cause, the umpire provided herein will impose and collect from such operator a fine at the rate of one dollar per day for each mine worker affected.

All questions arising under this clause are subject to review by the umpire, and any and all fines collected shall be paid to the American Red Cross Association, through the Umpire.

DURATION OF AGREEMENT.

The provisions of this agreement shall govern the parties hereto from the date of the approval hereof by the United States Fuel Administrator during the continuance of the war, and in any event for at least two years, and thereafter subject to revision upon ninety days notice by either of the parties.

U. S. FUEL ADMINISTRATION:

By Rembrandt Peale.

John P. White.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

The Roxborough,
Ottawa, May 11, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I received this afternoon your letter of the 9th instant, enclosing copy of communication received that morning from Messrs. Peale and White, with their form of agreement.

The enclosed copy of the telegram I have sent you conveys my views so fully that it is not necessary for me to burden you with a repetition of them here.

I agree with you that, everything considered, the Operators have succeeded in getting a really first class agreement. They have effectively safeguarded their right of dealing with their own employees, and what they have granted by way of concession in the agreement seems to me to be only in accord with what is fair and just. Everything will depend, of course, on the spirit in which the agreement is carried out.

If I might make one suggestion, which I think would prove of real service if carried out, it would be that, immediately the agreement becomes effective, you attach some officer to your own office whose duties it will be to keep closely in touch with the representatives of the miners' committees, and report to you each month as to the manner in which the agreement in all its details is being carried out.

The fact that the agreement does not contain mention of any such officer in no way precludes you from making such an appointment as a means of insuring the successful working out of the agreement once the Company has become a party to it. In fact, the signing of the agreement gives the very best opportunity of making such an appointment, and is in the nature of an expression of the bonafides of the Company in its desire to see the whole machinery put into successful operation.

I shall await with much interest word as to the final outcome of negotiations.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Telegram.
(Day Letter)

Ottawa, May 11, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Am favorably impressed by document as proposed for signature. It assures Operators agreement with their own employees, and election of mine committees by sealed ballot, and establishes helpful precedents in this regard. It also disposes of possible controversies respecting wages and conditions for a period of at least two years. It confines checkweighmen question to mines at which coal is being weighed. The insertion of a penalty clause by Administration itself is a good offset to other changes. Above all, the agreement stands as one proposed by the Fuel Administration itself.

All circumstances considered, I should advise cordial acceptance by Operators, subject, however, to distinct understanding, in writing, with Fuel Administration, that agreement is being entered into subject to policy of Government and ruling of Fuel Administration to the effect that question of union recognition shall not be made a subject of controversy under its provisions. This question otherwise might be brought before umpire for settlement under last clause of section headed "Right of Appeal".

To avoid subsequent dispute on matters of interpretation, I think Operators should also obtain in writing immediate interpretation from Fuel Administration of exact meaning of following clauses, to be interpreted, if possible, as herein suggested:

In last phrase of last clause, headed "Right of Appeal", the right of umpire of his own motion to take jurisdiction should be restricted to cases where an appeal is made to him by either party. In other words, umpire should not be given right to butt in of his own motion where no matter of appeal is pending.

In next paragraph, the judge should be designated by his office, or his name interpreted as implying his successor under altered circumstances.

In last clause, section headed "Employees Right to Checkweighmen", the written order of the miners should be interpreted as meaning all, or at least a majority, of the miners at any particular mine, subject, of course, to the proviso mentioned. As now framed, this clause does not give more than was conceded in Operators' proposed amendment, but limitation by interpretation desirable if possible.
Please acknowledge by wire receipt of this telegram.

W. L. MACKENZIE KING.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36656

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING; BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BANKERS TRUST BUILDING
NEW YORK

J. H. WHEELWRIGHT
PRESIDENT

May 10, 1918.

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

My dear Mr. King:

I enclose herewith, for your information, copy of two letters I have to-day written to Mr. John D. Rockefeller Jr., together with copy of the editorial referred to.

Very truly yours,

J. H. Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

May 10, 1918.

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

My dear Mr. Rockefeller:

I enclose herewith copy of the order of the United States Fuel Administration in the Maryland and Upper Potomac Districts.

Have called a meeting of the Committee of the Operators at my office in Washington on Monday morning, to take action as directed by the Fuel Administrator.

I sent Mr. King yesterday two copies of this agreement, and also wrote requesting him to wire me at my Baltimore Office on receipt of same.

Very truly yours,

(s) J.H.Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

May 10, 1918.

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

Dear Mr. Rockefeller:

After talking with Mr. Peale of the Fuel Administration Tuesday, I found that they were going to recommend a plan for Maryland, which was much narrower than the plan we had proposed, and as there were rumors, and counter rumors of the Consolidation Coal Company unionizing in West Virginia fields, we decided that we would put into effect the original plan with one modification in the West Virginia Division of The Consolidation Coal Company, and that was changing the last clause, leaving out the approval of the United States Fuel Administration, as we had already received that verbally, and as there are no disputes or disagreements arising between the Company and its employees, we had the right to do.

The agreement was put in at Fairmont this morning, and printed in the papers and is now in effect. I enclose you a telegram giving an editorial in "The Fairmont Times."

I wrote Dr. Garfield, unless there was some change in conditions, we would not put into effect simultaneously in Pennsylvania, Millers Creek, and Elk Horn divisions, as Mr. Peale had expressed

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

an opinion that if this was done that it might perhaps cause a general disturbance in the labor situation. I told Dr. Garfield that I did not concur in this statement in the least, but in view of it, we had decided to put it now into effect only in the West Virginia division, and would delay putting it into effect in other divisions, unless there was some change in our situation. Believe we can go ahead next week and put it in all Divisions.

Very truly yours,

(s) J. H. Wheelwright

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

No. 1-10M-12-17-F. S. B. Co.

36660

THE CONSOLIDATION COAL COMPANY
(INCORPORATED)

TELEGRAM PRIVATE LINE

RECEIVED Fairmont 10th: NEW YORK. May 10, 1918.

JHWheelwright, cc CWW - New York.
Fairmont Times printed West Virginia Agreement this morning and following editorial: "For greater mining efficiency, there have been rumors afloat for several days, that an initiative effort was about to be launched to bring the employers and the employees of the mines in this section of West Virginia into a closer co-operation by the adoption of such agreements as will mutually recognize the rights and interests of both classes. Such efforts have finally culminated into an agreement, published elsewhere, that promises to allay all causes of friction and unite both sides of the coal producing industry into a permanent, amicable arrangement, that will for all times provide a most satisfactory adjustment of all difficulties that would have any tendency to reduce the efficiency of the miners in serving the public and the Government with adequate fuel for all purposes. This agreement is pro-

1.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

No. 1-16M-12-17-F. S. B. Co.

36661

THE CONSOLIDATION COAL COMPANY
(INCORPORATED)

TELEGRAM PRIVATE LINE

RECEIVED NEW YORK.....

posed by the Consolidation Coal Company as the first step in unifying labor and capital engaged in coal production to exert their utmost energies to meet the general and Governmental demand for coal and further as a recognition of the fact that a new era in industrial affairs has arrived. In that new era whatever friction that has heretofore existed between active capital engaged in productive enterprises and these, whose labor is to be given, to make such enterprises successful, must yield to a spirit of mutual forbearance and close cooperation for mutual and public good. In other words, active productive capital and labor are hereafter to be "bed-fellows" rather than aliens and enemies in carrying on the great enterprises on which the welfare and prosperity of the country depends. Since the beginning of the war, American labor with but very few exceptions has demonstrated a loyalty and self-sacrificing spirit that has earned for it a recognition that might not have

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

No. 1-10M-12-17-F. S. B. Co.

36662

THE CONSOLIDATION COAL COMPANY
(INCORPORATED)

TELEGRAM PRIVATE LINE

RECEIVED NEW YORK.....

been accorded in years of peace. Far seeing employers of labor have learned that the greatest good of the Nation in this trying time can best be served by active capital combining with labor against inactive men and their capital devoted to their own selfish purposes. This is one important lesson of the war projected on the minds of discerning and enterprising, who have thrown their souls into the work of saving Democracy for the world. It is not hard to get men to agree as to details when they are animated by the same high and noble purpose. It is not hard to understand a man when you come to know him well. Half the friction between capital and labor has originated because because these elements have not met common level to discuss their wants and their grievances. One of the fruits of the war and one of the results of this agreement, will be a better understanding between these elements cemented by a common patriotic purpose in national defense. One of the effects of the fraternizing of the rich and the poor, the eductaed and the ignorant, the capital-

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

No. 1-10M-12-17-F. S. B. Co.

36663

THE CONSOLIDATION COAL COMPANY
(INCORPORATED)

TELEGRAM PRIVATE LINE

RECEIVED NEW YORK.....

ist and the laborer in the tranches and in the field will be to make them understand and respect each other more, dissipate prejudice and unite the American people as never before, into cooperation and mutual work for their ~~welfare~~ country's welfare. This initiative effort of The Consolidation Coal Co. to concede to its labor the freeest and most ample opportunity to participate in the adjustments of grievances and disputes and for the promotion of amicable relations between the company and its employees, is a long step in the direction of establishing ideal conditions in mining section of West Virginia It is noteworthy that the proposed agreement was not dictated by agitation or coercion on the part of labor. It comes as a free will offering on the part of that company in recognition of the loyalty of its employees to the Government, and their earnest response to every demand or obligation imposed upon them by the Fuel Administration and the wants of the Nation. The loyalty of the mining classes in West Virginia has

4.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

No. 1-10M-12-17-F. S. B. Co.

36664

THE CONSOLIDATION COAL COMPANY
(INCORPORATED)

TELEGRAM PRIVATE LINE

RECEIVED NEW YORK.....

been superb. When it is recalled how the demands of labor in England nearly strangled the Government at the outbreak of the war and contract that condition with the patience and devotion of American labor to almost every regulation or imposition necessary to be borne by it, its record stands out as one of the most creditable things exhibited in American history. Its patriotice offerings in subscribing for Liberty Bonds will stand out as [redacted] further evidence of its intense loyalty. The subscriptions of The Consolidation Coal Company employees to the Third Liberty Loan, were West Va. Division, $241,050.00, Penna $106,000.)) Maryland $46,600.00; Elkhorn $100,000, Millers Creek $43,750. Total $537,400.00, it is doubtful if any similar number of working men in the whole country have responded more generously than these. The new era now dawning will develop greater unity and cooperation between labor and capital and it is not improper to add that its initial inauguration is the conception and the action of The Con-

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

No. 1-10M-12-17-F. S. B. Co.

36665

THE CONSOLIDATION COAL COMPAN.
(INCORPORATED)

TELEGRAM PRIVATE LINE

RECEIVED NEW YORK.....

solidation Coal Co. This agreement will be accepted and put into effect by probably all of the operators of this region as well as The Consolidation Coal Co. Naturally, the employees will welcome it as a generous concession to all and really more than has been demand in other regions where real differences exist between the employees and the employer. Happily this field has never been subjedt to any serious differences that in any way impaired the closest harmony between the company and its workmen."

GTW

11.15 AM

6.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36666

The Roxborough,
Ottawa, May 13, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Continental Building,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I thank you for your letter of the 10th instant, wherewith are enclosed copies of two letters written on the same day, to Mr. John D. Rockefeller, Jr., together with copy of the editorial from the Fairmont "Times".

The editorial is a fine expression of opinion, and gives the new step taken its proper setting.

I congratulate you on the agreement between the Company and its employees having become un fait accompli. I shall await with interest similar developments in the remaining fields.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36667

May 10th, 1917.

Messrs.Faulkner & Fairley,
Commissioners of Conciliation,
United States Department of Labor,
Washington, D.C.

Gentlemen:

Fully realizing your mission of reconciliation entertaining a lingering hope that you will be successful in effecting a satisfactory settlement of the differences now existing between the employers and employees of the mines located in the vicinity of Barton, Md.

As a matter of record, we beg to submit our understanding of the agreement reached at the joint conference with yourselves and the officials of the coal companies and their employees' representatives held at the office of The Caledonia Coal Company, Piedmont, West Va. on the 8th instant.

First - The employees yielded or gave up their demand for what is known as the check-off system or recognition of the Union.

Second - The employers then agreed that each of them would reinstate their former employees to their respective working places held prior to the stoppage of work and this without discrimination, and including all of their employees who were discharged prior to the demands of the employees, the refusal of which brought about the suspension of work at the respective mines.

Third - It was also understood and agreed that in order to carry out the above understanding a limited period of six days was placed in which to enable the companies' former employees to return and claim their respective places, and any one returning after this date shall be placed at the discretion of the mine foreman and would be given whatever working place he had available at the time the employee would return and apply for work. Sickness or other unavoidable delays will be given proper credence by the employer, and will entitle the employee to his respective working place, providing the employee would not be satisfied to select one of the working places not occupied at the time of his returning to work.

Fourth - It was also understood and agreed that the employees have the legal and moral right to select and appoint any one of their peer to act as a check weighman, whose duty it shall be to witness and keep a record of all the coal weighed at our mine scales so as to insure a just credit to our miners for the coal contained in the cars loaded by our miners who contribute to the salary of such a check weighman.

In connection with the check weighman, we understand that

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

no objection or discrimination will be shown to a committee appointed by our miners for the purpose of aiding and assisting the check weighman to collect his salary, providing they do not resort to any abusive and coercive method of persuading miners who are not favorable to contributing towards the payment of the check weighman.

Fifth - We also understand and agree that our miners are to be privileged the right to appoint a committee, consisting of our employees, to represent them in bringing to the attention of our officials any grievances arising or existing, the practice of which would impose an injustice and would not be consistent with the general rules or practice of the region.

Any question or complaint brought to the notice of this committee, it shall be their duty to first investigate the facts--they are to take nobody's word for it--but make their own inquiries and observations and after they are satisfied that they have a just reason for a complaint the committee shall bring the matter to the attention of the mine foreman and after a thorough discussion of the complaint and an amicable adjustment cannot be reached, the mine committee is then privileged, without discrimination, to present the matter in dispute to the consideration of the superintendent and in the event that a satisfactory conclusion is not reached the matter will then be submitted to the General Manager or any other officer of the Company who has such matters in charge, and should they fail to reach a satisfactory conclusion, after exhausting all of these means of arbitrating differences, the controversy can then be submitted to either the Federal Department of Labor or the proper officials of the National Defense Committee for their advice and reconciliation. Any case or controversy taking this extreme, we agree to submit to the final decision of the tribunials above mentioned and continue the operation of our mines for a period extending or covering the present war.

We also understand and agree that this method is satisfactory and will be carried out by our employees and that there will be no stoppage of work during the consideration of any grievance presented.

Respectfully yours,

(COPY)

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

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

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

36669 FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH GREAT NORTH WESTERN AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

55MOED 14

BALTIMORE MD 12 MAY 1918

W L MACKENZIE KING,

THE ROXBORO, OTTAWA

839

THANK YOU VERY MUCH FOR YOUR TELEGRAM OF YESTERDAY
WHICH I RECEIVED THIS MORNING.

J H WHEELWRIGHT.

1215PM

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36670

Washington, May 13th, 1918.

Hon. Rembrandt Peale,
Hon. John P. White,
United States Fuel Administration,
Washington, D. C.

Gentlemen:

The undersigned committee of coal operators of the Maryland and Upper Potomac District acknowledge receipt of your communication of May 7th, wherein you state that in order to provide a basis of agreement that will stabilize labor conditions and maintain production, you have by direction of the U. S. Fuel Administrator, prepared an agreement, copy of which is therewith enclosed.

In order to meet the wishes of the U. S. Fuel Administrator that the question of Unionism shall not arise during the continuance of the war, and during the life of the agreement, and to promote generally amicable relations between the operators and employees, and the furtherance of the well-being of the employees and their families, and the establishment of fair and equitable machinery for the prevention and adjustment of grievances and disputes which may arise in and about the mines, we hereby as a committee, on behalf of the operators in the above mentioned territory, accept the above mentioned plan as an agreement between each operator and his respective employees, and agree to be governed by the provisions of the plan for the period therein stated.

Very truly yours,

(Signed) G. M. Gillette
L. B. Brydon
R. A. Smith
John S. Brophy
J. H. Wheelwright
O. Tibbets
H. P. Brydon
John H. Gibson

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36671

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

May 18th, 1918.

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

My dear Mr. King-

Enclosed is the complete record in the Georges Creek Field, which I send to you for your files.

You will notice that when we got the final proposition from Peale and White, in view of the temper of the operators after a long session, I did not offer any amendments, (which would have simply thrown the whole matter in the air), but I covered our main point - of recognition of the Union - by the letter, which stated specifically that Unionism was not a question during the war.

We have placed our original plan in effect in Fairmont and a Committee of all the operators met and adopted it unanimously, and I presume it will be put in by practically all of the companies in that region.

I have instructed the Operating Department that they are at liberty now to go ahead and put it

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

into effect in Pennsylvania and also in our two fields in Kentucky. Now that the modified plan was adopted in Maryland and the larger plan in West Virginia I see no reason for waiting, and we will put it into effect in these fields next week.

I was sorry originally that the Fuel Administration did not take our plan and adopt it, but, after all, perhaps it is best this way.

I want to thank you for the great aid and assistance you rendered in originating and drafting the many clauses in the proposed agreements. I think we both can be satisfied that we did not hesitate or hold back in granting any of the liberties and rights that our fellowmen were entitled to.

I appreciate very much your personal letter and when you are in Washington or Baltimore do not fail to remember that there is a room and a welcome waiting for you at ten West Madison Street.

Most sincerely yours,

J. H. Wheelwright

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36673

The Roxborough,
Ottawa, May 21, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I have just received your letter of the 18th instant, with which you enclosed a complete record in the Georges Creek field.

I am glad to have the record for my files, and shall always peruse its contents with feelings of the utmost satisfaction.

I am delighted to know of the instructions you have given the Operating Department respecting the putting of the agreement into effect in Pennsylvania, and also in the two fields in Kentucky. What a splendid achievement in so short a time is represented by all that your letter expresses!

I appreciate exceedingly your kind words with reference to my co-operation with you in these matters. The opportunity is one which I shall ever recall with the utmost pleasure.

Let me thank you also for the standing invitation so cordially extended, not to pass by ten West Madiston Street, should I be in Baltimore at any time in the future. You may be sure I shall not lose any opportunity of seeing you, if I am ever again in the vicinity of your beautiful city.

With kindest remembrances, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36671

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

June 12th, 1918.

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

Dear Mr. King-

I enclose herewith a fac-simile of a letter that Mr. H. A. Garfield, United States Fuel Administrator, has written to me, which urges through the National Coal Ass'n all operators in the United States to increase the production of coal.

I also enclose an interview and an editorial from the Baltimore Sun.

I also attach a notice from the morning paper of the appointment of arbitrator for the Georges Creek Field. We have put the other plan into effect in Fairmont, Millers Creek and Elkhorn. On account of some labor reasons we have deferred putting it in at Somerset, but our condition is such that there is no trouble there and we can put it in at any time that our operating people deem it advisable.

When the plan is generally working I will advise you further.

Very sincerely yours,

J. H. Wheelwright

I am glad the plan is in. It was put in time

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36674

THE CONSOLIDATION COAL COMPANY

INCORPORATED

GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

June 12th, 1918.

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

Dear Mr. King-

I enclose herewith a fac-simile of a letter that Mr. H. A. Garfield, United States Fuel Administrator, has written to me, which urges through the National Coal Ass'n all operators in the United States to increase the production of coal.

I also enclose an interview and an editorial from the Baltimore Sun.

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When the plan is generally working I will advise you further.

Very sincerely yours,

J. H. Wheelwright

Dam glad the plan is in - It was just in time

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36675

UNITED STATES FUEL ADMINISTRATION

WASHINGTON, D. C.

June 8, 1918

IN YOUR REPLY REFER TO

A

Mr. J. H. Wheelwright
President National Coal Association
Baltimore, Maryland

Dear Mr. Wheelwright:

Permit me to offer my congratulations upon your election to the Presidency of the National Coal Association, and to express to the Association, through you, my appreciation of its attitude toward the Fuel Administration. It has been of great assistance to be able to turn to representatives of the bituminous coal industry in seeking information necessary to wise decisions and in disseminating information necessary to an understanding of the Administration's orders.

I beg to thank you also for the copy of the resolutions adopted at the recent Convention, promising support to the Fuel Administration.

In this connection, permit me to call your attention to the condition likely to confront the country another winter. The survey which we have been making of fuel requirements for the coming winter is now substantially complete, and it is apparent that the requirements are far in excess of last year's production.

The Railroad and the Fuel Administrations are cooperating to the fullest extent possible, but I hardly need point out to you that no degree of cooperation between Government agencies will produce the required results, unless both the operators and the mine workers join in a supreme effort to increase the production of coal.

In the face of the task confronting the nation at the present time, no interest and no group of citizens will, I am satisfied, do other than exert itself to the utmost to aid in its accomplishment. It is the purpose of the Fuel Administration to take into consideration and to weigh carefully the interests of all concerned, from the producer to the consumer. But this too, like the great task to which I have referred, will yield results only if it is made the common concern of all.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

J. H. W. - 2

May I, therefore, appeal to the operators through your Association, to put forth every effort calculated to increase the production of the best coal their mines afford, to make sure that it is properly cleaned, and to assist in its distribution by strict observance of the regulations adopted by the Fuel Administration governing the production and distribution of coal.

Very sincerely yours,

H. A. Garfield,

HAG/SHS

UNITED STATES FUEL ADMINISTRATOR

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36677

The Washington
Washington, D.C.

June 14, 1918

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

Dear Mr. King.

I think you will find the attached clipping from the Washington Evening Star of today interesting.

Very sincerely yours.

J. V. Wheelwright.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36678

PRESIDENT BACKS WAR LABOR BOARD

Asks Telegraph Companies to Accept Findings in Controversy With Employes.

RATED PATRIOTIC DUTY

Evidence that President Wilson intends to see that the recommendations of the National War Labor Board are followed to the letter was seen today in the text of his communication to the heads of the two great telegraph companies asking that they accept the board's findings in their controversy with their employes.

The fact that the President had personally taken up the case became known last night with the announcement by Clarence H. Mackay, president of the Postal Telegraph Company, that his company would waive its right to discharge men who have joined a union, and that Newcomb Carlton, president of the Western Union, would send his answer Monday.

The war labor board's decision in the case was that the men should be permitted to join unions.

President Wilson's Letter.

The President's letter to the telegraph company heads, made public today, reads:

"My attention has been called to the fact that the national war labor board, after a careful consideration of the questions at issue between the telegraph companies and their employes, have arrived at a decision, the essential points of which are embraced in the following:

"(1) The employes have a right to join a union if they so desire, and men discharged for joining the union should be reinstated.

"(2) The company should not be required to deal with the union or to recognize it.

"(3) Committees of employes should be recognized in presenting grievances.

"(4) Where employes and employers fail to agree, the question in dispute should be determined by the national war labor board.

"(5) The telegraphers' union should not initiate strikes or permit its members to initiate them, but should submit all grievances to the national war labor board.

Not Accepted by Companies.

"I am informed that the representatives of the union are willing to accept this decision, but that the representatives of the telegraph companies have not accepted it.

"May I not say that in my judgment it is imperatively necessary in the national interest that decisions of the National War Labor Board should be accepted by both parties to labor disputes? To fail to accept them is to jeopardize the interests of the nation very seriously, because it constitutes a rejection of the instrumentality set up by the government itself for the determination of labor disputes—set up with a sincere desire to arrive at justice in every case and with the express purpose of safeguarding the nation against labor difficulties during the continuation of the present war.

"All these circumstances being taken into consideration, I do not hesitate to say that it is a patriotic duty to co-operate in this all important matter with the government by the use of the instrumentality which the government has set up. I, therefore, write to ask that I may have your earnest co-operation in this matter, as in all others, and that you will set an example to the other employers of the country by a prompt and cordial acquiescence."

Postal Agrees Not to Discharge Union Men While War Continues

NEW YORK, June 14.—Official announcement that the Postal Telegraph Cable Company, at the request of President Wilson, had "waived its right during the war to discharge employes who joined a union" is made in a message signed by Edward Reynolds, vice president and general manager of the company, which has been sent to division superintendents.

This message was issued after Clarence H. Mackey, president of the company, had telegraphed President Wilson, acknowledging the receipt of a letter from him and asserting that "we cannot but respond to your request."

Newcomb Carlton, president of the Western Union Telegraph Company, who recently declined for his company to submit to the jurisdiction of the National War Labor Board, which sought to adjust the differences between the company and those of its employes who are members of the Commercial Telegraphers' Union of America, would not state whether he had received from President Wilson a letter similar to that received by Mr. Mackay.

Message to Superintendents.

The message sent to superintendents of the Postal company follows:

"Beginning today, you will carry out the terms of the following telegram, which Mr. Mackay sent to President Wilson last night:

"'In reply to your letter of yesterday, allow me to say that this company has done its very utmost since the beginning of the war to assume its full share of responsibility, to the government and to the public, and that in order to still further show its sincerity and earnest desire to be of service at this time of national trial we cannot but respond to your request that we waive during the war our right to discharge employes who join a union, and you may rely upon our doing so.'"

W. U. Makes Concession.

Mr. Carlton announced that the directors of the Western Union, after considering a petition from their Chicago employes, were prepared to aid in the formation of an association of its employes to give them "individual protection against petty tyrannies and the impelling voice of collective bargaining." To this end, said Mr. Carlton, the company issued notices to all its employes suggesting that they organize such an association by sending electors to a convention to be held in Chicago, July 10.

"We are not fighting any union," Mr. Carlton said in a statement. "The whole question was whether or not the Western Union was right in discharging men who we thought violated their working agreement by joining an organization which employs the strike.

"We say that they shall not join a union that employs the strike, but if they believe that that gives them protection, we have got to give them some equal or better protection, without the jeopardy of the strike and the right of collective bargaining.

"This is not a plan for fighting any union, but an effort to give our people what they are entitled to and what they have never had."

A function of the proposed association, Mr. Carlton said, would be the administration of the pension and sick benefit fund created by the company.

Harry Bronner has been elected president of the Missouri Pacific Railway Company to succeed B. F. Bush.

PUBLIC ARCHIVES PUBLIQUES CANADA

W. L. Mackenzie King Papers
Volume 42

36679

The Roxborough,
Ottawa, June 22, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I returned to Ottawa this morning, after a tour of inspection, with Mr. Rockefeller, Jr., through the mining camps and steel works of the Colorado Fuel and Iron Company. I found on arrival your letters of the 12th and 14th instant, with their interesting enclosures.

Permit me to congratulate you upon your election as President of the National Coal Association, and also upon the public-spirited and patriotic appeals, speeches, and interviews you have been making. I have read with very great interest the interview given the Baltimore "Sun" on June 1st, and the Sun's editorial of the day following; also Mr. Garfield's letter to you on the 8th of June, and your communication of it to the operators; also your words on assuming office as President of the Coal Association.

The splendid assurance of the united support of the coal operators of America, which is the substance of your pledges to the Fuel Administration, is something which must necessarily mean very much, not only to the industries supporting the War, but to the Allied Nations in their appreciation of America's service. Even here in Canada, it is no small matter for Canadians to know that the problem of coal shortage, which cannot be other than a most serious one for the approaching winter, will be lessened materially by the co-operation of the coal companies of the United States with the Government of the country, and the good-will which appears also to be developing between individual operators and their employees. In commanding the production of so basic a war material as coal, it seems to me that the influence you command in your present position is hardly less than that of the members of the central war councils of Europe. I congratulate you on your possessing so large an opportunity of far-reaching public service at this most important of all epochs in the world's history, and I wish you in every respect the utmost success in your vast undertakings.

With kind regards,
Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36680

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H. N. TAYLOR, VICE-PRESIDENT
T. H. WATKINS, VICE-PRESIDENT

J. J. TIERNEY, TREASURER
J. D. A. MORROW, GENERAL SECRETARY

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D. C. BOTTING, SEATTLE, WASH.
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J. H. WHEELWRIGHT, BALTIMORE, MD.

NATIONAL COAL ASSOCIATION

WASHINGTON, D. C.

Office of the President

June 25th, 1918.

W L M K-

I think you will be interested in the enclosed list of practical coal operators that I have appointed on the Production Committee of the National Coal Association.

J H W-

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

PRODUCTION COMMITTEE

NATIONAL COAL ASSOCIATION

****

CHAIRMAN

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MEMBERS

A. A. Augustus,	President, Cambridge Collieries Co., Cleveland, Ohio.	Ohio.
C. E. Bockus,	President, Clinchfield Coal Corporation, Dante, Va.	Virginia.
Alexander Bonnyman,	President, Campbell Coal Mining Co., Knoxville, Tenn.	Kentucky.
D. C. Botting,	Commissioner, Washington Coal Producers Association, Seattle, Washington.	Washington.
J. L. Boyd,	Manager, Proctor Coal Co., Knoxville, Tenn.	Tennessee & Georgia.
Thomas Brewster,	President, 5th and 9th Districts Coal Bureau, St. Louis, Mo.	Illinois.
J. C. Brydon,	President, Somerset Co.Coal Operators Association, Somerset, Pa.	Pennsylvania.
W. J. Carney,	President, Carney Coal Co., 76 W. Monroe St., Chicago, Ill.	Montana & Northern Wyoming.
B. M. Clark,	President, Association of Bit. Coal Operators of Central Pennsylvania, Clearfield, Pa.	Pennsylvania.
Ira Clements,	President, Clemens Coal Co., Pittsburgh, Kansas.	Kansas.
J. J. Coyle	Owner & Operator, Bell-Union Coal & Mining Company, Philadelphia, Pa.	Kentucky.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

T. B. Davis,	President, Island Creek Coal Co., No. 1 Broadway, New York City	West Virginia & Kentucky.
Thomas Fisher,	Gen. Mgr., Berwind White Coal Mining Company, Arcade Bldg., Philadelphia, Penna.	Pennsylvania & West Virginia.
George H. Francis,	Secretary, Inland Coal Co., Greensburg, Pa.	Pennsylvania.
Michael Gallegher,	Gen. Mgr., M. A. Hanna & Co., Cleveland, Ohio.	Ohio.
E. M. Gray,	Vice-President, Iowa Coal Operators Assn., Des Moines, Iowa.	Iowa.
W. M. Henderson,	President, Henderson Coal Co., Commonwealth Bldg., Pittsburgh, Pa.,	Pennsylvania.
W. H. Huff,	Gen. Sales Mgr., Victor-American Fuel Co., Denver, Colorado.	Colorado & New Mexico.
C. H. Jenkins,	Vice-President, Hutchinson Coal Co., Fairmont, West Va.	West Virginia.
F. W. Lukins,	President, Southwestern Interstate Coal Bureau, Rialto Bldg., Kansas City, Mo.	Kansas & Missouri.
Quinn Morton,	Gen. Mgr., Imperial Colliery Co., Burnwell (Kanawha Co.) W. Va.	West Virginia.
A. M. Ogle,	President, Vandalia Coal Co., Terre Haute, Indiana.	Indiana.
Wm. D. Ord,	President, Empire Coal & Coke Co., Landgraff, McDowell Co., West Va.	West Virginia.
Phillip Penna,	c/o Linton-Summit Coal Co., 2105, N. 10th St., Terre Haute, Indiana.	Indiana.
P. J. Quealy,	President, Gunn-Quealey Coal Co., Kemmerer, Wyoming,	Utah & South Wyoming.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Erskine Ramsey,	First Vice-President, Pratt Consolidated Coal Co., Birmingham, Alabama	Alabama
Robert M. Randall,	President, Consolidated Coal Co., Saginaw, Michigan.	Michigan.
George W. Reed,	Vice-President, Peabody Coal Co., McCormick Bldg., Chicago.	Illinois.
J. P. Reese,	Vice-President, Superior Coal Co., Gillespie, Illinois.	Illinois.
S. H. Robbins,	President, Y & O Coal Co., Cleveland, Ohio	Ohio.
S. A. Scott,	General Manager, New River Co., MacDonald, Fayette Co., W. Va.	West Virginia.
H. N. Taylor,	Vice-President, Central Coal & Coke Co., Kansas City, Mo.	Arkansas, Oklahoma & Texas.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36684

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING; BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BANKERS TRUST BUILDING
NEW YORK

J. H. WHEELWRIGHT
PRESIDENT

July 24-1918

W. L. M. K.

I think the attached will be interesting to you.

J. H. W.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36685

New York Sun

July 24, 1918

GARFIELD TO DIRECT COAL FIELDS LABOR

Bureau Headed by Peale and White Created as War Measure.

PLANS TO END UNREST

Strike Pending Settlement Barred by Rules to Win Highest Output.

WASHINGTON, July 23.—Supervision and control of labor conditions in the coal fields were undertaken to-day as a war measure by Dr. Garfield on behalf of the Federal Fuel Administration. His action followed an agreement between himself and Secretary of Labor Wilson.

The Bureau of Labor of the Fuel Administration was created by Dr. Garfield immediately after the agreement was entered into. Rembrandt Peale, a coal man of New York city, and John P. White, former president of the United Mine Workers of America, were chosen as heads of the new bureau.

The change has been under consideration for several days, but was carefully withheld until a decision was reached. The purpose of the arrangement is to put an end to labor unrest and disturbance in the coal fields and increase the output of the mines to the highest possible point.

Statement of Principles.

Conferences were held by Dr. Garfield with Frank J. Hayes, president, and other officials of the United Mine Workers of America before the agreement was reached and a statement of principles arranged. The statement follows:

"The United States Fuel Administrator understands:

"That no strike shall take place pending the settlement of any controversy until the dispute has been reviewed and decided by him.

"That recognition of the unions shall not be exacted during the continuance of the war except where now recognized by collective bargaining.

"That where, by joint contract between employer and employed, machinery is provided for the settlement of controversies the United States Fuel Administrator shall not be required to intervene or to mediate until such means have been invoked and the remedy exhausted without reaching adjustment.

"That where the United States Fuel Administrator intervenes substantially the principles, provisions and practices laid down in the Maryland and Upper Potomac settlement of May 6, 1918, shall be accepted by the workers and employers and their chosen representatives as sufficient.

"On the basis of the foregoing understanding, which he regards as just and imperative in the present crisis, the United States Fuel Administrator has insisted and will continue to insist that any adjustment of the labor questions in the coal mining industry, whether by joint agreement between operators and mine workers or by agreements severally made with the United States Fuel Administrator, shall embody wherever applicable and substantially the principles, provisions and practices laid down in the Maryland and Upper Potomac settlement of May 6, 1918, and recognizes the authority of the International Union of Mine Workers in the organized fields and their jurisdiction over controversies arising in said fields. More specifically the United States Fuel Administrator has insisted and will continue to insist in all such settlements.

Charges to Employers.

"That employers will be required to relinquish the right to discharge employees because of affiliation with labor unions.

"That employers will be required to recognize the right of their employees to organize by peaceful methods that do not interrupt production.

"That the so-called automatic penalty clause now in force regarded by mine workers as a cardinal principle of collective bargaining during the continuance of the war will be included in all agreements as a condition precedent to the allowance of increased price permitted to operators.

"That where the union shop now exists the same shall continue and where union and non-union men work together the continuance of such conditions shall not be deemed a grievance."

The principles set forth for recognition of basic working days and the protection of union and non-union miners are the same as were announced by President Wilson in his labor proclamation of April 8 in creating the War Labor Board.

The peculiar conditions surrounding the production of coal at this time, as well as the necessity from a war standpoint of increasing the production to a still higher point, were the chief elements given consideration in the decision to establish a separate bureau for handling this phase of the war labor problem.

The new bureau is an initial step toward granting priority distribution of labor to coal mines under the plan which will be in operation by the War Labor Administration on August 1. Railroads, shipyards, munition plants and certain lines of agriculture are expected to share with coal mines in the allotment of the common labor supply of the country.

The new bureau will have as one of its tasks preventing the spread of the epidemic of strikes to the coal fields.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36686

The Roxborough,
Ottawa, July 31, 1918

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Continental Building,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I am very much indebted to you for your kindness in sending me the cuttings which came under cover of a note from you of the 24th instant, and which I received this morning on my return from a brief visit to Boston.

I think I told you, during our talks together, that in the matter of the Agreement you were responsible for, you were making history. The clippings you have sent seem to bear this out.

With all continued good wishes, Believe me,

Yours very sincerely,

W. L. MACKENZ'E KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36687

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

Washington, July 30th, 1918.

My dear Mr. King:

The miners in the Georges Creek and Upper Potomac Districts complained to the umpire of everything conceivable, and Dr. Hollander, the umpire, called me up. I suggested that we have a meeting the next day with the Fuel Administration, as I thought it better to have a representative of the Fuel Administration, under whom he was acting, present at the conference.

Dr. Hollander, Mr. Rembrandt Peale and myself had a long conference, and the result of the conference was that he notifed the mine workers to appoint a committee, and the mine operators to appoint one, and he appointed Mr. J. Walter Lord as Secretary, and they had a meeting in Baltimore, and the attached report is from Mr. Lord. Therefore, you see that we have gotten this matter finally in shape, and any complaints made will have to use the machinery provided in the Maryland plan before they can be taken up directly with the umpire. So far I have heard of no cases being taken up.

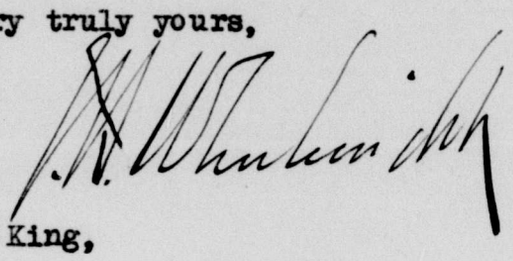
W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36688

As our Maryland plan is the one that the Fuel Administration will adopt universally now, I think this ruling of the umpire is a most important one.

Very truly yours,



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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Law Offices

KEECH, WRIGHT & LORD

E.P.Keech, Jr.
J. Walter Lord
Robert R. Carman
--
F. Stanley Porter

Maryland Trust Building,

BALTIMORE, MD.

July 18, 1918.

J. H. Wheelwright, Esq.,
President, The Consolidation Coal Co.
Baltimore, Md.

Dear Sir:

The preliminary conference called by Dr. Hollander today, went through very smoothly and satisfactorily. At the morning session we discussed, paragraph by paragraph, the Agreement of May 6th, and found every one in substantial accord as to questions of substance and jurisdiction.

At 12.30 we adjourned until 4 P.M. to enable Mr. Trickett and myself, as joint secretaries, to prepare the minute of the conference. Mr. Trickett was to meet me at my office at 2 o'clock, but he failed to turn up until shortly after 3 o'clock. In the meantime I had dictated the minute of the conference as the basis for discussion at the afternoon session. When this was taken up for discussion at the afternoon session there were no changes whatsoever suggested by either side to the draft which I had prepared.

I am enclosing herewith a copy of this draft which will be promulgated by Dr. Hollander as his official record.

Dr. Hollander approached the whole subject with a fair open mind, and I am sure will prove to be a very satisfactory umpire.

Very truly yours,

J. WALTER LORD

L/V

(ENC)

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

MEMORANDUM OF PRELIMINARY CONFERENCE UNDER THE AGREEMENT
OF MAY 6th, 1918.

In accordance with the request of the umpire, Dr. Jacob H. Hollander, a preliminary conference of the representatives of the coal operators and the mine workers was held on Thursday morning, July 18th, 1918, at the Southern Hotel, Baltimore, Maryland, at 10 o'clock A.M. for the adoption of rules of procedure to govern the adjustment of grievances under the provisions of the Agreement of May 6th, 1918.

There were present: the umpire, Dr. Jacob H. Hollander; on behalf of the coal operators, Mr. H. P. Brydon, Mr. George M. Gillette, and Mr. J. Walter Lord; and on behalf of the mine workers, Mr. Francis J. Drum and Mr. Wm. J. Trickett.

Mr. Trickett and Mr. Lord were asked to serve as joint secretaries of the conference.

The umpire read to the meeting for purposes of discussion as each paragraph was read, the Agreement of May 6th, 1918.

During this discussion it developed that on questions of substance and jurisdiction the representatives were in substantial accord.

Thereupon the question of rules of procedure was taken up and the following rules were approved:

I Except in cases where the umpire shall, upon his own motion, take jurisdiction of any matter covered by the Agreement, all complaints shall be originated by the individual employee. As specifically provided in the Agreement, such complaint shall first be presented to the mine foreman. If the grievance, disagreement or dispute shall not thereby be adjusted, the employee shall thereupon present it to the superintendent. If the grievance, disagreement or dispute shall not thereby be adjusted, the mine committee shall present it to the manager or other properly designated official or owner, which manager, official or owner shall always be some person accessible in the region where the grievance, disagreement or dispute originated. In cases where the duties of both superintendent and mine foreman are performed by one and the same person, the submission to that person of the grievance, disagreement or dispute shall be deemed a compliance with the requirement that the grievance, disagreement or dispute be submitted first to the mine foreman and then to the superintendent.

COPY

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

II In the event that the grievance,disagreement or dispute shall not have been adjusted as a result of the conference between the mine committee and the manager or other properly designated official or owner, an appeal may be taken to the umpire. The appeal shall be in writing and shall be forwarded to the umpire at the following address: No. 1802 Eutaw Place, Baltimore, Maryland.

The sppeal shall be signed by the employee originating the complaint, and shall also be certified to by the signatures of the members of the mine committee which has presented the same to the manager or other properly designated official or owner.

Upon receipt of such appeal the umpire will forward to the employer concerned a copy thereof; and on or before a certain date to be designated by the umpire at the time of transmitting the copy of said appeal, the employer shall answer said appeal in writing, transmitting the same to the umpire at the above address. In such answer the employer shall designate his representatives (not more than three in number) to present his case to the umpire. Thereupon the umpire will proceed to hear such evidence as shall be offered by either side at such time or times, and place or places as shall be designated by the umpire; and the umpire shall, of his own motion, upon notice to both parties to the appeal, make such investigation independently of the evidence submitted, as to him shall be deemed proper.

III The following is prescribed as a proper form for an appeal:

"Appeal to the Umpire under the Agreement of May 6th, 1918.

The undersigned complainant hereby appeals to the umpire for adjustment of the grievance, disagreement or dispute which is set forth in the memorandum hereto attached.

The grievance, disagreement or dispute, which is the subject of this appeal, was presented by the undersigned to the mine foreman at mine of Company on the day of 19 , and was not adjusted to the satisfaction of the undersigned.

The said grievance, disagreement or dispute was submitted to the superintendent of said employer on the day of 19 , and was not adjusted to the satisfaction of the undersigned.

The said grievances, disagreement, or dispute was presented by the mine committee of mine to the manager or other properly designated official or owner of said mine on the day of 19 .

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

" The undersigned hereby appoints the following persons (not more than three in number) to present his case to the umpire:

. . . . . .
. . . . . .
. . . . . .

Wherefore the undersigned respectfully requests the umpire to determine the grievances, disagreement or dispute hereby presented.

_____

Complainant.

We hereby certify to the correctness of the statements in the aforegoing appeal.

_____

_____

_____

Mine Committee. "

COPY

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36693

The Roxborough,
Ottawa, August 3, 1918.

Mr. J. H. Wheelwright,
President,
The Consolidation Coal Company,
Continental Building,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I am very much obliged to you for allowing me to see Mr. Lord's communication to you of July 18, together with the memorandum of the preliminary conference under the agreement of May 6, attached.

I have read both communications, as well as your letter, with the utmost satisfaction. I am greatly pleased to see that the working out of juridical methods of procedure for the settlement of industrial disputes is among the many benefits accruing from the Maryland Plan.

As the communication from Mr. Lord appears to be an original, I am returning it along with its enclosure.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36694

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

August 5th, 1918.

My dear Mr. King:

I have your letter of the thirty-first ultimo.

I wrote you on July thirtieth, and sent you some correspondence, which I trust you have received. If not, please let me know and I will send you copies.

Very sincerely yours,

J. H. Wheelwright

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

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36695

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

August 8th, 1918.

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

Dear Mr. King:

Your letter of the third instant to Mr. Wheelwright, returning Mr. Lord's communication of July 18th, together with the memorandum of the preliminary conference under the agreement of May 6th, has just been received.

Mr. Wheelwright is absent from the city, but immediately upon his return I will be very glad to bring your letter to his attention.

Yours very truly,

F. E. Lord

Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

36696

FORM 1 T.W.

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

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

306 N SY 17

FAIRMONT WVA 28

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT.

VERY ANXIOUS FOR YOU TO MEET ME HERE AT ONCE IF IT IS
POSSIBLE IMPORTANT PLEASE ANSWER

J H WHEELWRIGHT..

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

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

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

36695

1106 PK

451 N IS 14 1 EX RUSH

FAIRMONT W VA 26

WL MACKENSIE KING

THE ROXBOROUGH OTTAWA CAN

REFERRING TO TELEGRAM TODAY IMPORTANT THAT YOU BE HERE

WEDNESDAY AT THE LATEST.

J H WHEELWRIGHT.

AUG 30 1917

616

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36698 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate: and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, August 26, 1918.

Mr. J. H. Wheelwright,
C/o The Consolidation Coal Company,
Fairmont, West Virginia.

Leaving Ottawa Tuesday afternoon, arriving New York seven-thirty Wednesday morning. Please wire me here best route New York to Fairmont. Shall bring secretary unless you advise contrary.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

WESTERN UNION TELEGRAM

36699

AUG 27 PM 11 17

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

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

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

RECEIVED AT 12 W.31ST ST.N.Y.
MAD.SQR.6543

A827G 46

FAIRMONT WVA 828P 27

1918 AUG 27 PM 9 5

1749

W L MACKENZIE KING

HOLD FOR ARRIVAL VANDERBILT HOTEL NEWYORK NY

HAVE RECD TELEGRAM FROM YOUR SECETARY ADVISING YOU WERE ENROUTE TO FAIRMONT MATTER IS OF EXTREME IMPORTANCE AS WIRED YOU WEATHER PERMITTING WILL HAVE AUTOMOBILE MEET YOU AT GRAFTON WVA BUT IF RAINY AND BAD PLEASE GO THROUGH TO CLARKSBURG AND WILL MEET YOU THERE INSTEAD

J H WHEELWRIGHT.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

TELEGRAM

FORM T. D. 1

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

36700

190 MAS 88

CB NEWYORK NY AUG 27/18

G. 1-30 f

W L MACKENZIE KING

0803

THE ROXBOROUGH OTTAWA ONT

WILL BE VERY GLAD TO HAVE YOU BRING YOUR SECRETARY

BUT IT IS NOT NECESSARY UNLESS YOU DESIRE STOP YOU

CAN LEAVE NEWYORK ON WENESDAY MORNING FROM PENNA

STATION ON BALTO AND OHIO RAILROAD AT NINE FIFTY FIVE STOP

CHANGE AT WASHINGTON LEAVING THERE FOUR PM ARRIVING GRAFT-

ON WESTVIRGINIA ELEVEN FORTY FIVE PM OR CLARKSBURG
TWELVE THIRTY FIVE AM STOP IF WEATHER GOOD WILL HAVE YOU
MET AT GRAFTON WITH MACHINE BUT IF IS RAINY AND BAD PLEASE

GO THROUGH TO CLARKSBURG WHERE WE WILL MEET YOU STOP

J H WHEELWRIGHT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

36701

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

3 10 PL

87 NU 911 EX RUSH

FAIRMONT W VA 27

WL MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

WLL BE VERY GLAD TO HAVE YOU BRING YOUR SECY BUT IT IS NOT NECESSARY UNLESS YOU DESIRE STOP YOU CAN LEAVE NEWYORK ON WEDNESDAY MORNING FROM PENN STATION ON BALTIMORE AND OHIO RAILROAD AT NINE FIFTY FIVE STOP PANGE AT WASHINGTON LEAVING THERE FOUR PM ARRIVING GRAFTON WVA ELEVEN FORTY FIVE PM OR CLARKSBURG TWELVE THIRTY FIVE AM STOP IF WEATHER IS GOOD WILL

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36702 FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

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

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

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

3 10 PL

SEC SHEET

HAVE YOU MEET AT GRAFTON WITH MACHINE BUT IF IT IS RAINY AND BAD
PLEASE GO THROUGH TO CLARKSBURG WHERE WE WILL MEET YOU STOP
J H WHEELWRIGHT.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36703

FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate: and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

Sehd the following message, subject to the above Terms, which are hereby agreed to.

Ottawa, August 27, 1918.

Mr. J. H. Wheelwright,
The Consolidation Coal Company,
Fairmont, West Virginia.

Mr. King received your wire indicating route, and left for New York this afternoon. He will breakfast Vanderbilt Hotel tomorrow morning. If by any chance interview not pressing on account late arrival, Mr. King hopes you will telegraph him accordingly to New York. He has many pressing engagements just now.

F. A. McGregor.

COLLECT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36704 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

G.N.W.:
PLEASE RUSH THIS MESSAGE.

Ottawa, August 27, 1918.

Mr. J. H. Wheelwright,
The Consolidation Coal Company,
Fairmont, West Virginia.

Find I cannot possibly make Fairmont before Thursday morning. Am informed quickest route from here via Toronto and Buffalo, leaving Ottawa eleven tonight, reaching Fairmont six-five Thursday morning. Under circumstances, please wire immediately whether still advisable for me to come, or whether I might meet you elsewhere. Am greatly pressed with engagements. Please therefore do not hesitate to say if Thursday too late. Should I go via New York, must leave three o'clock today. Kindly rush reply.

W. L. Mackenzie King.

COLLECT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36705

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

TELEGRAM

FORM T. D. 1

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

117

306 RA L 47

CB NEWYORK AUG 27/18

W L MACKENZIE KING

ROXOBOROUGH OTTAWA ONT

YOUR WIRE STOP VERY IMPORTANT FOR YOU TO BE HERE STOP

THINK BEST WAY FOR YOU TO COME IS

VIA TORONTO AND BUFFALO ARRIVING FAIRMONT EARLY THURSDAY MORNING STOP PLEASE WIRE ME WHEN LEAVING AND I WILL MAKE ARRANGEMENTS TO MEET YOU THURSDAY MORNING ON ARRIVAL FAIRMONT

J H WHEELWRIGHT

c.s. 37/2/0
c.1624

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

36706 FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

J.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

5 20 P

56 NU 401 EX RUSH

FAIRMONT WVA 27

W L MACKENZIE KING

THE ROXBOROUGH OTTAWA ONT

YOUR WIRE STOP VERY IMPORTANT FOR YOU TO BE HERE STOP THINK BEST WAY FOR YOU TO COME IS VIA TORONTO AND BUFFALO ARRIVING FAIRMONT EARLY THURSDAY MORNING STOP PLEASE WIRE ME WHEN LEAVING AND I WILL MAKE ARRANGEMENTS TO MEET YOU THURSDAY MORNING ON ARRIVAL FAIRMONT STOP.

J H WHEELWRIGHT.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36707

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

August 30th, 1918.

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

My dear Mr. King:

I enclose herewith check for One thousand dollars. As soon as I receive the memorandum of your travelling expenses for the trip, I will have a check sent to you for the same.

Thank you very much indeed for your prompt response to my urgent telegram requesting you to come to West Virginia.

Most sincerely yours,

J. H. Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

KING'S COTTAGE

Kingsmere, Que.,

September 3, 1918.

My dear Mr. Wheelwright:

I received tonight your letter of the 30th ultimo, with its generous enclosure of a check for one thousand dollars.

In view of the little service it was possible for me to render, I should hesitate to accept so large an amount from you were it not that the absence of a week from the work on which I am at present engaged has meant a good deal in the way of sacrifice to me at this time. I have declined to respond to other calls, but felt in the case of your Company there was a special obligation upon me to comply with any request of yours. I greatly appreciate your recognition of the circumstances, and thank you most cordially.

Yours very sincerely,

W. L. Mackenzie King.

J. H. Wheelwright, Esq.,
President
The Consolidation Coal Company,
Baltimore, Maryland.

COPY

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, August 31, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I have just returned to Ottawa, and write at once to let you know that I saw Mr. John D. Rockefeller, Jr. on my way through New York yesterday. It was about half-past four before I was able to get Mr. Rockefeller's office on the phone. As Mr. Rockefeller was leaving for Tarrytown at five-thirty, I did not get a chance to see him at his office, and had only such opportunity for conversation as was afforded at the station and on the train.

I outlined to Mr. Rockefeller the situation as I saw it, with particulars as gathered from conversation with Senator Watson, Mr. George Watson, Mr. Hamilton, and yourself. Our conversation was hurried, however, and the details which I was able to give were necessarily brief. Mr. Rockefeller, I think, will expect to hear from you direct. As in our conversation together you did not happen to say to me anything about writing yourself, I was unable to say what your intentions were. I presume, however, that you will wish to send a direct communication, and I know Mr. Rockefeller would appreciate it.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I understood from Mr. Rockefeller that he was not likely to be at his office for some days. If, therefore, you should be writing immediately, it might be well to indicate on the envelope your wish to have the letter forwarded.

As asked for by you, I enclose a memorandum of travelling and other expenses incidental to the trip to Fairmont. I also return the unused portion of the B. & O. mileage, which Mr. Lober kindly gave me at Baltimore. May I again express my thanks for this as well as other kind attentions on your part.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36711

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

September 4th, 1918.

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

Dear Mr. King:

Thank you very much for your letter of August thirty-first received this morning.

I enclose you herewith the check for $110.00, covering expenses of your trip to Fairmont.

I note what you say in regard to writing Mr. Rockefeller. I shall do this but as he is away I will wait several days.

The scale has been signed and they made a very advantageous trade. I want, however, to have the full details before I write to Mr. Rockefeller, so that he can see at a glance the result that was accomplished in comparison with other regions.

Would you object to dropping Mr. Rockefeller a personal line stating you had heard from me, and that I was going to write him?

By the way, the scale takes effect the sixteenth of September at all mines where there are scales to weigh coal.

Very sincerely yours,

J. H. Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36712

KING'S COTTAGE

Kingsmere, Que.,
September 9, 1918.

Dear Mr. Wheelwright,

I have received your letter and its enclosure of $110.00, for both of which I thank you.

I have written Mr. Rockefeller, Jr. letting him know that I have heard from you and that it is your intention to write. I have told him also of my mention to you of his being away for a few days.

With kind regards, and many thanks,

Yours very sincerely,

W. L. MACKENZIE KING

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36713

THE CONSOLIDATION COAL COMPANY
INCORPORATED

GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING; BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS

J. H. WHEELWRIGHT
PRESIDENT

BANKERS TRUST BUILDING
NEW YORK

September 16th, 1918.

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

Dear Mr. King:

Enclose herewith copy of letter that I have written to Mr. John D. Rockefeller, Jr. this morning, which statement of facts I trust you thoroughly agree with.

Very sincerely yours,

J. H. Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, September 19, 1918.

Mr. J. H. Wheelwright,
President, The Consolidation Coal Company,
Baltimore, Maryland.

Dear Mr. Wheelwright:

I have received this morning your letter of the 16th instant, enclosing a copy of a letter you have written Mr. John D. Rockefeller, Jr.

The statement contained in your letter to Mr. Rockefeller corresponds with the facts as represented to me at the time of my visit to Fairmont, West Virginia.

Your letter to Mr. Rockefeller does not make mention of the circumstance that under the West Virginia Agreement (whereby it is provided that matters in dispute shall be adjusted in accordance with methods set forth, which methods involve reference, in the last analysis, to an arbitrator to be named by the Judge of the Supreme Court of the State), the question of the settlement of wage payment on a tonnage basis would have had to go to arbitration in accordance with the method outlined. From what was told me, I gathered that the Companies believed that such a reference would involve a demand for the Maryland scale, and a possible decision detrimental to the financial interests of the Company. I understood there was the further difficulty that the Judge of the Supreme Court of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

West Virginia had declined to name an arbitrator, and that as a consequence the matter would have had to be referred to the Fuel Administration at Washington, which body would have been certain to order an arbitration in accordance with the provisions of the Maryland Agreement, which would have meant a demand on the part of the miners for the Maryland scale.

The reference in the end to a Government Labor Board under the influence of the United Mine Workers, with uncertainty as to the result, would have been the same as mentioned in your letter to Mr. Rockefeller; but as bearing upon the plan of representation adopted by the Company and other operators in West Virginia, it has a direct relation; and to give completeness to the statement of the situation should, I think, have been included,

Yours sincerely,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36716

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

September 20th, 1918.

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

My dear Mr. King:

Referring to my letter of the sixteenth instant, I enclose herewith, for your information, copy of Memorandum of Agreement entered into by and between the Pittsburgh Vein Coal Operators of the Fairmont and Clarksburg Field and the United Mine Workers of America, District No. 17, effective September 16th, 1918.

Very truly yours,

J. H. Wheelwright

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36717

MEMORANDUM OF

AGREEMENT

PITTSBURGH VEIN

COAL OPERATORS

FAIRMONT AND

CLARKSBURG

FIELD

AUGUST, 1918

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

30718

MEMORANDUM OF

AGREEMENT

PITTSBURGH VEIN

COAL OPERATORS

FAIRMONT AND

CLARKSBURG

FIELD

AUGUST, 1918

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

AGREEMENT

Memorandum of Agreement made and entered into this 31st day of August, 1918, by and between the Pittsburgh Vein Coal Operators of the Fairmont and Clarksburg Field and the United Mine Workers of America, District No. 17, governing the operation of mines in that district.

This contract becomes effective September 16th, 1918, at all mines where it has been possible to install scales for the weighing of coal.

At such mines where conditions render it impossible to install scales by this date, a reasonable length of time mutually agreed upon shall be given the operator for such installation and application of the terms of this contract.

This contract to continue for the period of the war, but not to exceed March 31, 1920.

MINING RATES
BASED ON NET TON OF 2,000 POUNDS

	Open Lights	Closed Lights
Pick Mining—Rooms and Pillars.....	.636	.65
Pick Mining—Entries	.696	.71
Loading—Entries — Electric Machines Hand Drilling	.452	.46½
Loading—Rooms — Electric Machines Hand Drilling	.432	.44½
Loading—Entries — Electric Machines Machine Drilling	.432	.44½
Loading—Rooms — Electric Machine Machine Drilling	.412	.42½
Cutting—Entries—Elec. Chain Machine Drilling	.134	.14
Cutting—Rooms—Elec. Chain Machine Drilling	.1173	.12
Cutting—Entries—Elec. Chain Without Drilling	.124	.13
Cutting—Rooms—Elec. Chain Without Drilling	.1073	.11

The Puncher Machine Rate to be five cents above the Electric Chain Machine Cutting Rate without drilling.

DEFINITION OF NARROW AND WIDE WORK

That narrow work be defined as Headings twelve feet and less in width and cross-cuts fourteen feet or less in width.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

AGREEMENT

Memorandum of Agreement made and entered into this 31st day of August, 1918, by and between the Pittsburgh Vein Coal Operators of the Fairmont and Clarksburg Field and the United Mine Workers of America, District No. 17, governing the operation of mines in that district.

This contract becomes effective September 16th, 1918, at all mines where it has been possible to install scales for the weighing of coal.

At such mines where conditions render it impossible to install scales by this date, a reasonable length of time mutually agreed upon shall be given the operator for such installation and application of the terms of this contract.

This contract to continue for the period of the war, but not to exceed March 31, 1920.

MINING RATES

BASED ON NET TON OF 2,000 POUNDS

	Open Lights	Closed Lights
Pick Mining—Rooms and Pillars.....	.636	.65
Pick Mining—Entries	.696	.71
Loading—Entries — Electric Machines Hand Drilling	.452	.46½
Loading—Rooms — Electric Machines Hand Drilling	.432	.44½
Loading—Entries — Electric Machines Machine Drilling	.432	.44½
Loading—Rooms — Electric Machine Machine Drilling	.412	.42½
Cutting—Entries—Elec. Chain Machine Drilling	.134	.14
Cutting—Rooms—Elec. Chain Machine Drilling	.1173	.12
Cutting—Entries—Elec. Chain Without Drilling	.124	.13
Cutting—Rooms—Elec. Chain Without Drilling	.1073	.11

The Puncher Machine Rate to be five cents above the Electric Chain Machine Cutting Rate without drilling.

DEFINITION OF NARROW AND WIDE WORK

That narrow work be defined as Headings twelve feet and less in width and cross-cuts fourteen feet or less in width.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

DAY LABOR RATES

Drivers	$4.52
Tracklayers	4.52
Tracklayers' Helpers	4.20
Trappers	2.35
Greasers	2.50
Timbermen	4.52
Motormen	4.79
Other Inside Day Labor	4.20
Pumpers	4.20
Motormen Helpers	4.52
Tipple Men	4.05

In all cases where individuals are now receiving in excess of the Flemington Rate for different classes of day labor, the present price shall continue as long as the individual retains his present employment.

Section 1—

That an eight hour day means eight hours' work in the mine at usual working places for all classes of day labor. This price shall be exclusive of the time required in reaching working place in the morning and departing from the same at night.

Regarding drivers, they shall take their mules to and from stables, and the time required in so doing shall not include any part of the day's labor, their work beginning when they reach the change at which they receive empty cars, but in no case shall the driver's time be docked while he is waiting for such cars at the point named.

That when the men go into the mine in the morning, they shall be entitled to two hours' pay whether or not the mine works the full two hours. But after the first two hours, the men shall be paid for every hour thereafter by the hour for each hour's work or fractional part thereof. If for any reason the regular routine work can not be furnished the inside labor for a portion of the first two hours, the operators may furnish other than regular labor for the unexpired time. The prevailing custom for drivers relative to harnessing and unharnessing their mules shall continue.

CHECK OFF

Section 2—

The operator agrees to check off for dues, assessments, initiation fees and fines to the United Mine Workers of America, not to exceed five dollars in any one calendar month. In order to be honored, the check-off list must be furnished to the company not

later than twenty-four hours after the expiration of each half, and the United Mine Workers of America of District No. 17 agree to protect the operators under this clause.

Collections for the union shall follow check-weighman, accident and death benefits, rent and smithing.

MACHINE WORK

Section 3—

In case sprags are left by machine men they shall be notified by the loader, and if they refuse to remove the same, the loader shall do so and be allowed fifty cents (50) for so doing. The said fifty cents shall be charged to the machine men.

Section 4—

Each miner shall be awarded one working place, safety and good mining practice considered.

CHECK WEIGHMEN

Section 5—

Checkweighmen selected as required by law from among employes at the mine, may be placed on each tipple at the expense of the miners, and their duties shall be only those prescribed by the laws of the State of West Virginia. All weigh scales may be tested by the miners at any reasonable time. In case a suitable man can not be found at any mine, an outsider may be employed by and with the mutual consent of the operator and his miners.

TRADE

Section 6—

Employes have a right to trade where they please.

RUN-OF-MINE

Section 7—

All coal shall be paid for at a run-of-mine basis.

HIRE AND DISCHARGE

Section 8—

The operator or his Superintendent or Mine Foreman shall be respected in the management of the mine and the direction of the working force. The authority to hire and discharge shall be vested in the Mine Superintendent or Mine Foreman, and nothing in this agreement shall be construed to abridge the rights of the employer in either of these respects.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

LOADING CARS

Section 9—

The operator shall at all times be at liberty to load any railroad cars whatsoever, regardless of their ownership, with coal, and sell and deliver such coal in any market, and to any person, firm or corporation that he may desire.

SEMI-MONTHLY PAY

Section 10—

All labor shall be paid semi-monthly. Semi-monthly pay means that miners shall be paid twice a month, pay days to be determined locally, and statements shall be available twenty-four hours prior to pay day.

MINING—WORKMANLIKE METHODS —TIMBERING

Section 11—

The miner shall be required to load his coal in every case free from slate, bone, niggerhead and other impurities.

Section 12—

All coal mined, drilled and blasted by the miners must be done in a practical and workmanlike manner and in accordance with the State Mining Laws of West Virginia.

Section 13—

In paying for coal before it is screened, it is not intended to encourage unworkmanlike methods of mining and blasting coal, or to decrease the proportion of screened lump, and any miner will be subjected to discipline who from ignorance, carelessness or any other cause, fails to properly mine, shoot and load the coal.

Section 14—

The scale of prices agreed to for mining coal shall include the work required to mine, shoot, clean and load the coal, and properly timber the working places in the mines, and the operator shall be required to furnish the necessary props and timber to properly timber all working places.

It is understood that the prevailing custom of miners laying track in rooms and temporary track in entries shall continue, and the operators assume the obligation of laying all turn rails and switches.

Section 15—

If any miner shall fail to properly timber and care for his working place and such failure shall entail falls of slate, rock and the like, or if, by improper and reckless shooting of the coal in working place, the mine props or other timbers shall be disturbed, or unnecessary falls result, the miner whose fault is the occasion of such damage shall repair the damage without compensation, and if such miner fails to repair such damage, it shall be considered a dischargeable offense and he may be dealt with at the discretion of the Superintendent.

Section 16—

In any case where the mine foreman directs the placing of cross bars to secure the roadway, then, in such case only, the miner shall be paid prices for such cross bars as may be agreed upon between him and the mine foreman. In case of miners shooting bottom, should any of the props be loosened or displaced, thereby endangering the safety of the workmen, the miner agrees to reset same. The above does not contemplate any changes from the ordinary method of timbering by the miner for his own safety.

DOCKS

Section 17—

In case any slate, bone, sulphur or other impurities are sent out by the miner, it shall be the duty of the trimmer of the car to call the attention of the weighman and check-weighman, where one is employed, to the same, so as to deduct weight of such impurities as estimated by the trimmer or Dock Boss from the ascertained weight of such car; for the second offense he may be suspended for one working day or fined fifty cents; for the third and each subsequent offense occurring in any one calendar month he may be suspended, dicharged or fined $1.00 at the option of the Superintendent; that in malicious and aggravated cases the Superintendent shall have the right to suspend or discharge for the first or any subsequent offense.

Section 18—

Any miner abusing, or seeking to embarass the trimmer for performing his duties, shall be fined three dollars, or be discharged at the option of the Superintendent.

Section 19—

It is understood that if the check-weighman leaves

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

his post to investigate the amount of impurities thrown out, or for any other purpose, the running of coal over the tipple will not be suspended during his absence.

Section 20—

The proceeds of all fines arising under this clause to be paid into the funeral fund. Under no circumstances shall the fines be remitted or refunded.

MINE COMMITTEE—GRIEVANCES

Section 21—

The mine committee shall not consist of more than three men, at least one of whom shall speak the English language. The duties of the mine committee shall be confined to the adjustment of disputes, that the mine boss and miner or miners, have tried to, but are unable to adjust. The mine committee shall have no other authority or exercise any other control, nor in any way interfere with the operation of the mine, and for violation of this clause the committee or any member thereof may be dicharged.

Section 22—

In case of any local trouble arising at any mine, the aggrieved party shall first make an earnest effort to adjust the dispute with the mine foreman. In case they are unable to agree, the matter shall be referred to the mine committee and local management of the mine, and if they fail to agree to the commissioner of the operators' association and miners' officials, and if they fail to agree, to the district board of the two organizations, and should they fail to agree, they shall select an umpire or referee, and a decision of a majority of them shall constitute a final and binding award. In all cases all parties involved must continue at work pending the investigation and adjustment as above set forth.

Section 23—

If any employee for whom the scale is made refuses to work because of any grievance which has not been taken up as provided herein and such action shall seem likely to impede the operation of the mine, such employe, or any of them, will subject themselves to dismissal without recourse at the option of the company, and the mine committee shall immediately furnish a man or men to take such place or places at the scale rate in order that the mine shall continue at work, and it shall be the duty of any member or members of the mine workers who may

be called upon by the mine boss or mine committee, to immediately take the place or places assigned him or them in pursuance thereof.

Section 24—

The mine committee shall under no circumstances go around the mine for any cause whatsoever, unless called upon by the mine foreman or by the miner or day man who may have a grievance that he can not settle with the mine boss, and then, only to investigate that grievance with the parties involved.

Section 25—

Members of the mine committee employed as day men shall not leave their places of duty during working hours, except with the permission of the mine foreman or in cases involving the stopping of the mine.

Section 26—

All discharge or suspension cases shall be taken up and disposed of within five days and should it be proven that the party discharged or suspended has been unjustly dealt with, he shall be reinstaned to his former employment.

DISCIPLINE

Section 27—

No strike or stoppage of work shall occur at any mine until the question in dispute shall have been considered and finally disposed of, as provided in Section 22.

Section 28—

Should any officer or officers of the United Mine Workers of America, or any member or members thereof, employed at any mine, cause the mine or part of the mine to shut down in violation of this rule, each member of the United Mine Workers of America employed at said mine, except those who continue to work, shall have deducted from his earnings the sum of one dollar ($1.00) per day for each day or part of a day they may remain idle.

Section 29—

Should any operator or his representatives lock the men out for the purpose of forcing a settlement of any grievance or cause the mine or a part of the mine to shut down in violation of this rule he shall be fined one dollar ($1.00) per employee for each day or part of a day the mine is thus thrown idle.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Section 30—

All fines assessed against employes under this agreement shall be collected by the operator from the pay for the half month in which the violation of the agreement occurred, or the first money due thereafter, and the operator shall remit the same to the treasurer of the joint board within twenty days after collection. A failure on the part of the operator to do so shall make him liable to a penalty of fifty per cent. of the amount involved.

Section 31—

All fines assessed against the operator shall be remitted to the treasurer of the joint board within twenty days after official notice is given in writing. Said notice shall be given within two weeks from the alleged violation stating the cause of the fine from the local union to the operator affected.

Section 32—

All fines provided for in this agreement shall be automatically collected and any operator failing to collect such fines shall pay a penalty of two dollars ($2.00) for each employee subject to be fined, the same to be collected and retained in the miners' district organization. And in no case shall any fine be refunded except by mutual agreement of the accredited representatives of the operators and the miners.

Section 33—

It is further agreed that where any employe enters suit in the civil courts to collect any fine collected in accordance herewith the district organization shall reimburse the operator for the expense incurred on account of such suit.

The joint board may use all the moneys received from fines for such worthy purpose as it may deem proper.

RIGHT TO APPEAL

Section 34—

If any local union or operator claims that a fine has been collected contrary to the terms of this agreement, they shall have the right to appeal to the joint board. Any appeal not settled within thirty (30) days must be arbitrated.

NEGOTIATIONS DURING SUSPENSIONS

Section 35—

Under no circumstances will the operator recognize or treat with any representative of the United Mine

Workers of America during the suspension of work contrary to this agreement.

WORK IRREGULARLY

Section 36—

Should any employe absent himself from work for two days, or persist in working irregularly, unless through sickness, or by first having notified the mine boss and obtained his consent, it shall be construed as a dischargeable offense. And in case of sickness it is the duty of said employe to notify the mine boss at once in order that arrangements may be made to fill his place.

TURN

Section 37—

The operator will see that an equal turn is offered each miner, that he is given a fair chance to obtain same. The check-weighman, where one is employed, shall keep a turn bulletin for the turnkeeper's guidance. The driver shall be subject to whoever the mine boss shall designate as turn keeper in pursuance thereof. This rule is not applicable, and shall not be considered as preventing the operator from driving entries or removing pillar stumps as rapidly as the emergency may demand.

BURIAL FUND

Section 38—

A burial fund may be established by each mine or local, to which fund each miner shall contribute twenty-five cents a month until a sum of not less than seventy-five and not more than one hundred and fifty dollars, shall have been created, when collections shall cease until the fund is reduced by death, when a collection of twenty-five cents per month per man shall again be made until the amount reaches the maximum agreed upon, and so on, and the operator shall contribute in case of death of miner, or any member of his family, an amount agreed upon by the operator and burial fund committee. In consideration of this contribution, it is agreed and understood that the miners and day men will not cease work to attend the funeral of either miner or member of the miner's family, except in case the miner is killed outright while at work in the mine, in whcih event the mine may be closed the day of his death, resuming work the following morning. This is not to be construed to mean that individual mine workers or relatives of the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

deceased shall not attend the funeral if they desire to do so.

Section 39—

There shall be a committee appointed known as the Funeral Fund Committee to take charge of these funds, and make all necessary funeral arrangements in case of any death, and said committee shall be paid for such duties as may be agreed upon locally.

ENTRY GOB

Section 40—

Where there is not sufficient room to gob the dirt and draw slate in entries with ordinary conditions, the loader or miner shall load it in bank cars and the company shall unload it.

Section 41—

It is understood that in the event of a disagreement between operators and mine workers, steam and electrical engineers, firemen and pumpmen are required to continue to perform such work as is in line with their duties.

DEAD WORK—LOCAL CONDITIONS

Section 42—

For dead work, where unusual conditions exist, the price to be paid for same shall be a question for local adjustment.

CONSTRUCTION AND REPAIR WORK DURING SUSPENSION

Section 43—

During any strike or suspension, it is hereby understood that all men on all kinds of outside construction and repair work, together with all kinds of work inside the mine that is not producing coal, must continue at work. It is further understood that such miners as are necessary are to be permitted to mine coal for the boilers and domestic consumption on the property. But this is not to be construed to mean to mine coal for shipment.

EXPLOSIVES

Section 44—

The miner shall purchase all explosives and detonators of all kinds including fuse and squibbs for blasting coal. If explosives and detonators are sold by the operator, they shall be sold at cost at the magazine. The operator reserves the sole right to designate the kind of explosives that shall be used in the mines; provided that all explosives shall be of a standard grade.

SMITHING

Section 45—

That a uniform charge of one-fourth cent per ton for smithing shall be made on all coal mined by the miner and loader for pick and machine coal throughout.

NO DISCRIMNATION

Section 46—

There shall be no discrimination against any mine worker account of activity in the affairs of the organization.

OTHER CONDITIONS NOT SPECIFIED

Section 47—

All terms and conditions not specified under this contract to continue as they now exist during the life of this contract, except where changed by mutual consent.

NO INVALID RULES TO BE ENFORCED

Section 48—

All local rules in violation of this contract shall be null and voil, and no local unions or group of local unions shall pass any rules in violation, neither shall any company enforce any rules in violation of this contract.

EXEMPTIONS UNDER THIS CONTRACT

Section 49—

This scale shall not affect Mine Foremen, Mine Foremen's Assistants, Fire Bosses, Weighman, Dock Boss or Trimmer, Stable Boss, Boss Driver, Head Electricians and Night Watchmen.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

ON BEHALF OF THE OPERATORS

(Signed)
A. R. HAMILTON, Chairman.

(Signed)
GEO. T. WATSON

(Signed)
J. B. HANFORD

(Signed)
SAML. D. BRADY

(Signed)
A. C. BEESON

(Signed)
J. A. CLARK, JR.

(Signed)
C. J. RYAN

(Signed)
J. W. DEVISON

ON BEHALF OF THE MINERS

(Signed)
JOHN L. LEWIS

(Signed)
C. F. KEENEY

(Signed)
SAM BALLANTYNE

(Signed)
P. F. CATENS

(Signed)
O. C. HARDESTY

(Signed)
CHAS. S. GILLESPIE

(Signed)
FRED HORNE

(Signed)
DAVID H. JARRETT

(Signed)
JOHN COSTELAC

(Signed)
P. F. BUCKLEY

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36732

THE CONSOLIDATION COAL COMPANY
INCORPORATED
GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

September 23rd, 1918.

Dear Mr. King:

I have your letter of the nineteenth instant. Thank you very much.

I enclose herewith copy of a letter that I have written to Mr. Rockefeller today.

Very sincerely yours,

J. H. Wheelwright

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

Dictated.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36733

THE CONSOLIDATION COAL COMPANY
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GEORGES CREEK BIG VEIN CUMBERLAND
FAIRMONT GAS, LOCOMOTIVE AND DOMESTIC
ELKHORN COKING, BY-PRODUCT AND GAS
SOMERSET SMOKELESS STEAM
MILLERS CREEK BLOCK COALS
BALTIMORE, MD.

J. H. WHEELWRIGHT
PRESIDENT

September 23rd, 1918.

My dear Mr. Rockefeller:

The attached copy of a letter to Mr. Mackenzie King, and his reply, which I herewith enclose, I would like to make a part of my letter to you of the sixteenth instant.

Very truly yours,
(SIGNED) J. H. WHEELWRIGHT

Mr. John D. Rockefeller, Jr.,
#26 Broadway,
New York, N.Y.

- C O P Y -

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36734

GENERAL OFFICE
COLUMBIA UNIVERSITY
NEW YORK CITY
TELEPHONE MORNINGSIDE 1400

WAR BUREAU
UNION TRUST BUILDING
WASHINGTON, D. C.
TELEPHONE . . MAIN 9313

NATIONAL COMMITTEE ON PRISONS AND PRISON LABOR

February 19, 1918.

Rt. Hon. McKenzie King,
Ottawa,
Canada.

Dear Sir:

You will doubtless be interested in the monograph which is enclosed. The National Committee on Prisons and Prison Labor has for ten years been interested in the problem of improving conditions of those in the prisons within the United States, especially the conditions under which they labor.

The entrance of our country into the war has quickened an already keen interest in what has been done for those who are confined in the prison camps. We have been glad to learn more fully of the hospitalization going on in Switzerland. This monograph clearly explains the great humanitarian purpose, and we are glad to have this opportunity of bringing to the attention of the public the excellent work for humanity being conducted by the Swiss Republic.

Very truly yours,

E. Stagg Whitin

Chairman, Executive Council.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

D. APPLETON & COMPANY,
35 WEST 32ND STREET,
NEW YORK.

LONDON OFFICE 25 BEDFORD ST.(COVENTGARDEN)
CABLE ADDRESS HILANDERO

June 27, 1918.

Hon. W. L. Mackenzie King,
Rockefeller Foundation,
26 Broadway,
New York City.

My dear Mr. King:-

I am much interested in the announcement in the newspapers of this morning that you are to publish, through ordinary channels, the results of your inquiry into industrial relations, conducted under the auspices of the Rockefeller Foundation. If you have not already made definite arrangements for the publication of the book I would bespeak for this house the privilege of the first opportunity to examine the manuscript. No doubt you are aware that some of the most important publications on labor questions during recent years have appeared under the Appleton imprint, and we have in prospect several other volumes which will augment our prestige as publishers in this particular field. We are also the publishers for the Institute for Government Research, another agency of investigation maintained by the Rockefeller Foundation.

It would give us very real satisfaction to add your name to our list, and I shall hope that no previous commitment to another publisher will prevent you from submitting your manuscript to us.

Very truly yours,

FGW/B

F. G. Wickware

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, July 5, 1916.

Mr. F. G. Wickware,
D. Appleton & Company,
35 West Thirty-second Street,
New York.

My dear Mr. Wickware:

I received this morning, upon my return to Ottawa after a brief absence, your letter of June 27th, kindly expressing a desire to have the manuscript of my forthcoming book submitted to your house, in event of arrangements for its publication not already having been made.

I very much appreciate your kindness in making the request you have. Had I not already arranged for the publication of the book, your letter would certainly have occasioned me to forward the manuscript to you. Only within the past two weeks I have signed a contract for publication with The Houghton Mifflin Company. Under the circumstances, therefore, I am already committed to publication with this firm, and can only regret that it is not possible for me to show the appreciation of your courtesy which under other circumstances I should have been most happy to do.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

EARL DEAN HOWARD
CLAXTON E. ALLEN
DEPUTY FUEL ADMINISTRATORS ✓

Industrial Relations ✓
Williams, J. E. ✓

36737

TELEPHONE RANDOLPH 4350

STATE
ADVISORY COMMITTEE

JUDGE ORRIN N. CARTER
Illinois Supreme Court
JOHN B. BERRYMAN
Vice-Pres. Crane Company
ALLEN B. POND
Chicago
PROF. H. H. STOEK
University of Illinois
JOHN H. WALKER
Pres. Illinois Federation of Labor
HON. WM. ELZA WILLIAMS
Pittsfield, Illinois

UNITED STATES FUEL ADMINISTRATION

JOHN E. WILLIAMS
FEDERAL FUEL ADMINISTRATOR FOR ILLINOIS
120 WEST ADAMS STREET
CHICAGO

W/M

August 14th, 1918.

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

Dear Mr. King:

We had about five hundred volunteer workers on the staff of the United States Fuel Administration last winter. In my farewell letter I have tried to express the new spirit that is animating American men of business, the new patriotism, the new social spirit to which they find themselves able to respond. I am enclosing a copy hoping it will help you to an understanding of the real work of the administration.

Yours very sincerely,

J. E. Williams J.E. WILLIAMS
U. S. Fuel Administrator for
Illinois.

JEW/S

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

AN APPRECIATION FROM JOHN E. WILLIAMS

TO HIS FELLOW WORKERS

TO ALL CHAIRMEN, COMMITTEES AND COLLEAGUES:

I regret to inform you that the work of the office during this first strenuous year has so far impaired my health that I have felt it necessary to request my release. So important are the functions of Fuel Administrator for the State of Illinois that they call for the services of a man in sound physical health, fully equal to the stress and strain of the coming winter campaign. Accordingly I have resigned and recommended as my successor Mr. Raymond E. Durham, whose brilliant administration of the fuel affairs of Cook County last winter elicited universal admiration.

In taking my leave of you I want to express my deep and heart-felt appreciation of the splendid spirit of the men with whom I have been associated in this new and daring enterprise. To you, gentlemen, has been entrusted the success of the most profoundly far reaching experiment in our economic history. You have made it work. It called for new methods and new motives. The rule of supply and demand was to be superseded by consciously willed price control. The manifold elements of costs and profits were to be fixed by an appeal to what was fair between man and man. In the distribution of a scanty supply of coal the lion's share was not to go to the man with the longest purse, but equitably, according to the greatest need. You applied this new method in the most strenuous winter the

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

coal trade has ever known and it is to your everlasting credit that you made a success of it.

And you applied a new motive. Hitherto it has been the reproach of American business men that they could only be stimulated to effort by the lure of the dollar. You have given the lie to this calumny. You have responded to the call of public need with an intensity of effort, of devotion, of service that no prospect of profit could have elicited. You have sacrificed your private interests, you have worked indefatigably days, nights, and Sundays, standing for hours at telephones that never ceased to ring, investigating claims of hoarders, hustling more coal to your people, toiling through snow and ice to get it delivered, and all for no other reward than the satisfaction of a sense of duty, the response to the call of country and humanity.

Yes, you have proved that Americans can act from public motives, that deep in the soul of them is power to respond to a selfless ideal, that latent in the heart of the practical business man is the hunger for service, unbribed, unrewarded and self-compensating. And this discovery of the real heart of America is perhaps the greatest gain the war can bring us. Having once tasted the sweets of unsordid self-giving we shall never again lapse into the smug complacencies and vulgar valuations of our ante-war days. We now know the meaning of democracy, and I congratulate you, unsalaried workers of the Fuel Administration, for being among the first to demonstrate our ability to practice the principles we profess.

When in Washington lately I was gratified to learn that

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Illinois was regarded as among the "bright spots" in the Administration's galaxy, that its members were regarded as "top notchers" among the fuel forces of the nation. The pleasure I gained from the compliment I pass along to you, for you alone have made possible the enviable record our state has established in the annals of the United States Fuel Administration.

I thank you for your intelligent cooperation, for bearing with us during the delays and disappointments of that distressing winter, for your loyalty in standing by us when you thought we were wrong more than when you were sure we were right, for all the unnumbered acts of devotion and service you gave to your people and through them to the Administration; and especially I want to thank you for the cooperation you are going to give my successor, Mr. Raymond E. Durham, who is equally devoted to our common cause, equally sympathetic and enthusiastic, and from the youthful plenitude of overflowing health and strength will be able to plant the banner of the Fuel Administration of Illinois on greater heights than it has yet achieved.

And now to every one of you I give the greeting of good-fellowship, my personal wishes for your success, and the warm hand-shake of a comrade who has fought a valorous campaign by your side.

Good-bye!

Sincerely yours,

J. E. Williams

August first
Nineteen eighteen

United States Fuel Administrator for Illinois.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, August 20, 1918.

Mr. J. E. Williams,
120 West Adams Street,
Chicago, Illinois.

My dear Mr. Williams:

I deeply appreciate your thought in allowing me to share with your fellow workers in appreciation of your farewell letter and the beautiful spirit it expresses.

The new spirit that is animating American men of business, the new patriotism, the new social spirit of which you speak, is the contagion of a few men like yourself who have set a noble example in matters of community service. I do believe that at the heart of most men there lies a real desire to perform some disinterested public service, just as all men cherish ideals of heroic efforts, which they achieve at moments, but which they find it difficult to sustain. It is the example of the few strong men which inspires the host and which keeps the gaps filled while the army advances.

Looking back on your life, you must find a great happiness in realizing that in the work of social service which is finding such a plenitude of expression at the present

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36741

The Roxborough,
Ottawa, August 20, 1918.

Mr. J. E. Williams,
120 West Adams Street,
Chicago, Illinois.

My dear Mr. Williams:

I deeply appreciate your thought in allowing me to share with your fellow workers in appreciation of your farewell letter and the beautiful spirit it expresses.

The new spirit that is animating American men of business, the new patriotism, the new social spirit of which you speak, is the contagion of a few men like yourself who have set a noble example in matters of community service. I do believe that at the heart of most men there lies a real desire to perform some disinterested public service, just as all men cherish ideals of heroic efforts, which they achieve at moments, but which they find it difficult to sustain. It is the example of the few strong men which inspires the host and which keeps the gaps filled while the army advances.

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

time, you have been not only a leader, but also a pioneer. While the days of pioneering are past, I hope you have still before you years of useful leadership in thought and in action.

With kind regards,

Believe me,

Yours sincerely,

WLMK.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36743

The Roxborough,
Ottawa, June 22, 1918.

Sir John Willison,
10 Elmsley Place,
Toronto, Ontario.

My dear Sir John:

Might I ask to be supplied with any material available for distribution concerning the work of the Commission on Industrial Reconstruction, of which you are the Chairman. In connection with the studies on which I have been engaged for some time past, I have been giving considerable attention to this subject, and naturally am anxious to keep informed of the work of others in the same field.

I shall greatly appreciate any data with which you can have me supplied concerning the nature and scope of the work of the Commission, and its progress to date.

With kind regards,

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36744

CANADIAN INDUSTRIAL RECONSTRUCTION ASSOCIATION

59 YONGE STREET

MAJOR A. N. WORTHINGTON
SECRETARY

TORONTO, June 25, 18.

My dear King,

I am enclosing the only literature we have issued thus far. In one of these documents I have struck out two paragraphs which are not for publication.

With much regard.

Yours very truly,

J. O. Wilson

W. L. Mackenzie King, Esq.,

Ottawa.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36745

Unity - Stability - Prosperity

CANADIAN INDUSTRIAL RECONSTRUCTION ASSOCIATION

CROWN LIFE BUILDING, 59 YONGE ST., TORONTO

Provisional Executive Committee

HON. N. CURRY, SENATOR
HUNTLEY R. DRUMMOND, ESQ.
GEORGE E. DRUMMOND, ESQ.
J. H. SHERRARD, ESQ.
JOHN E. ELLIS, ESQ.
W. K. GEORGE, ESQ.
W. K. McNAUGHT, C.M.G.
S. R. PARSONS, ESQ.
T. A. RUSSELL, ESQ.
SIR JOHN WILLISON
WILLIAM STONE, ESQ.
H. D. SCULLY, ESQ.
R. HOBSON, ESQ.
LT.-COL. HARRY COCKSHUTT
W. M. GARTSHORE, ESQ.
R. O. McCULLOCH, ESQ.
W. J. BULMAN, ESQ.
E. A. MOTT, ESQ.
(MAJOR A. N. WORTHINGTON SECY.)

CANADA faces new conditions and problems. We do not know when peace will come nor what will follow. It may be that the period of readjustment will be long and difficult. Possibly there is no sound ground for apprehension or anxiety. It is certain, however, that we will adopt wise measures of social, industrial and national policy according as we have knowledge of conditions in other countries and sympathetic, comprehensive, adequate understanding of the bases of our own industrial fabric, the dangers to which it may be exposed and the defences which must be maintained.

The objects of the Canadian Industrial Reconstruction Association are (1) to maintain industrial stability and (2) to secure wise consideration and prudent treatment of problems of Reconstruction. Parliament will legislate more wisely and the public will judge measures of legislation more fairly if accurate knowledge is afforded of actual conditions in the country and the probable effects of new legislation. Investigation will be made into the conditions of various industries, the markets which they must supply, the wages paid to labor as compared with the wages paid in competitive industries elsewhere, and the relative charges for transportation. It will endeavor to assist in the extension and development of technical and general education. It will maintain a sympathetic attitude towards projects of land settlement, organizations to extend co-operation among rural producers and plans to improve rural conditions. It will give its support to movements—whether directed by leaders of Labor or Employers of Labor—which aim at establishing fair working agreements between workers and employers and improving relations between Labor and Capital; and recognizing the equal rights of citizenship which women have acquired it will seek to improve their position in industry and co-operate as far as opportunity offers with women's organizations in investigating and improving conditions which peculiarly affect the domestic, social and industrial welfare of women.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Facts should be more influential than opinions. Too often what are regarded as constructive proposals have destructive effects. If we would profit by the experience of other countries we must know what has been done in other countries. If we would reconstruct wisely in Canada we must know what other countries are doing and consider deeply how we can best adapt ourselves, not only to new domestic conditions, but to new world conditions. This Association will endeavor to supply facts and statistics affecting agriculture, manufactures, labor, transportation, and markets, in confidence that if the people are informed, Parliament will be greatly strengthened to resist doubtful proposals, and enabled more easily to maintain the national interest against any class or sectional interest. Assuming a common patriotism in all portions of the country and all elements of the population it should not be difficult to adjust all differences and remove all grievances if any exist.

If we lay heavier taxes upon Canadian industries than are imposed upon those of the United States, France or Great Britain, we impair their ability to supply the domestic market or to secure a foothold in other markets during the period of reconstruction. Our industries will be helpless when peace is restored if they have no adequate reserve of working capital. Unless there is a demand for labor when the war is over it will be difficult or impossible to provide employment for returned soldiers and the thousands of workers released from munition factories and other concerns engaged in the production of war supplies. In this event those who have risked their lives to maintain free institutions will come home to find Canada which they have made honorable among the nations seething in unrest and beset with industrial uncertainty and confusion.

Mr. Harold Cox, an independent British Liberal, who cannot be suspected of any desire to protect capital, goes so far as to say that "a man who saves money in order to equip a munition factory, or to cultivate a neglected farm, or to build a ship, or to work a coal mine, is serving his country as much as a man who buys war bonds and his investments ought also to be exempted." This may be neither practicable nor desirable, but it is true as Mr. Cox says, that a man may have much money invested in business and still not be able "to put his hand on a single penny." Taxable capacity depends on income, but income devoted to manufacture and production may serve the State to advantage.

It is not suggested that the industries of the country should escape their fair and full share of war and general taxation. It is clear, however, that without adequate working capital wages cannot be fully maintained nor can the best grades of labor be employed, the goods manufactured improved in quality, or risks taken in seeking a wider market or providing against unemployment. Volume of output has an intimate relation to cost of manufacture, remuneration of labor and prices to purchasers. Goods produced in struggling factories are likely to be high priced, inferior in quality and detrimental to the reputation of the country. Unless factories are busy wages cannot be maintained nor unemployment prevented. Not all of those who will come to Canada from ally countries

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36747

when peace is restored will go upon the land. At any cost we must ensure that no returning Canadian soldier shall look in vain for work at decent wages. Thus employers and workmen, labor unions and veterans' organizations have a mutual interest in opposing unwise taxation and illegitimate competition in the domestic market.

It is doubtful if there is any strong feeling in Canada in favor of raising the national revenues by direct taxation. There is grave danger that land taxation would retard immigration and settlement. That is chiefly but not wholly a question between the farmers and the Government since the war will increase the obligations of Canada so enormously that a great influx of desirable settlers will be wanted in order that the individual burden may be lessened by distribution over a larger population. The war may and possibly should bring new forms of taxation but customs duties must continue to be the chief source of revenue. It is doubtful if all the new forms of taxation that can be devised will meet the interest upon the war debt alone, to say nothing of pensions and other heavy war obligations. Duties necessary to provide revenue will afford such incidental protection as should enable us to create and maintain new industries and take full advantage of all that we have learned during the war of processes of manufacture, stores or raw material, and requirements of oversea markets. Much that we imported before the war we will manufacture in the future if we afford reasonable security in home markets and utilize our greater knowledge of the resources of Canada for the advantage of Canada.

Mr. James W. Gerard, American Ambassador at Berlin during the first years of the war, thus describes German plans for trade extension and commercial conquest when peace is restored, "The war after the war, in trade and commerce, may be long and bitter. The rivers of Germany are lined with ships of seven or eight thousand tons, many of them built or completed since the war, and Germany designs as her first play in this commercial war to seize the carrying trade of the world. The German exporter has lost his trade for years. Alliances have already been made in great industries, such as the dyestuff industry, in preparation for a sudden and sustained attack upon that new industry in America. Prices will be cut to far below the cost of production in order that the new industry of America fighting single-handed against the single-head German trust may be driven from the field. The German Government will take a practical hand in this contest, and only the combination of American manufacturers and the erection of a tariff wall of defence can prevent the Americans, if each fights single-handed and for his own end, from falling before the united, efficient and bitter assault of German trade rivals." Mr. Gerard's warning has as much significance for the people of Canada as it has for those of the United States.

Trade within the Empire will have a close relation to problems of Reconstruction. The Dominions Royal Commission, which conducted a lengthy investigation into conditions throughout the Empire said in its report "It has not been adequately realized that the rates of freight which may be charged on

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

goods to and from the Dominions are, in many cases a more important factor in the question of the development of inter-Imperial trade than tariffs and tariff privileges." A few months ago the Imperial Government appointed an Empire Resources Committee to consider a resolution adopted by the Imperial War Conference of 1917 which declared that the time had arrived when all possible encouragement should be given to the development of Imperial resources, and especially to making the Empire independent of other countries in respect of food supplies, raw materials, and essential industries. It is important in any such inquiry that the interests of the Dominions should not be prejudiced by neglect or want of knowledge. There is no necessary conflict between Canadian and Imperial interests if the situation is clearly understood. Each portion of the Empire must maintain the industrial policy which its conditions demand, and the more clearly that is recognized the stronger will be the bonds of sympathy which hold the parts together. Beyond legitimate protection of local interests there may be Imperial preferences in control over raw materials, in direction of immigration, and in charges for transportation which will tend greatly to unify the Empire, enhance its strength and security, and increase the general average of prosperity alike in the Mother Country and the Dominions. It must be remembered that we cannot derive the greatest national advantages from our natural resources unless we complete the processes of manufacture in Canada. If we ship our raw materials out of the country to be manufactured elsewhere not only do we build up foreign industries but in many cases the finished articles will be returned to the Dominion to compete with Canadian factories. By manufacturing in Canada we create local industrial communities, provide employment for labor, trade for merchants and home markets for producers.

Since the war began there has been a vast increase of trade between Canada and Great Britain. Last year Canadian exports to Great Britain were valued at $790,000,000 as against $246,000,000 in 1914. In the year in which war was declared the Dominion shipped 54 per cent. of products and manufactures to countries within the British Empire. In 1917 the proportion was 67 per cent. Imports from within the Empire increased from 17 per cent. to 25 per cent. Munitions, war supplies and food represent a great proportion of the increase in exports and thus unless there is energetic effort to find new customers and ensure adequate and favorable facilities for transportation the volume will greatly decline when peace is restored.

To these, to other immediate problems, and to new problems that will arise during the war and the period of Reconstruction the Association will give its attention with the single desire to assist in their wise solution, to assure equitable dealing with all classes and interests and particularly to develop the natural resources of Canada for the national advantage, and maintain in strength and efficiency the industries of the country upon which labor and agriculture, town and township, so greatly depend.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36749

UNITY STABILITY PROSPERITY

Canadian Industrial Reconstruction Association

ROYAL BANK BUILDING, TORONTO

RT. HON. LORD SHAUGHNESSY, K.C.V.O., HONORARY PRESIDENT
SIR JOHN WILLISON, PRESIDENT
HUNTLEY R. DRUMMOND, JOHN F. ELLIS, W. K. GEORGE,
VICE-PRESIDENTS
A. N. WORTHINGTON, SECRETARY

GENERAL COMMITTEE:

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E. W. BEATTY
HON. C. P. BEAUBIEN
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W. J. BULMAN
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J. C. CASAVANT
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LT. COL. THE HON. FREDERIC NICHOLLS
S. R. PARSONS
JOS. PICARD
CARL RIORDAN
S. J. B. ROLLAND
T. A. RUSSELL
WM. RUTHERFORD
H. D. SCULLY
J. H. SHERRARD
WM. STONE
C. R. WHITEHEAD
SIR JOHN WILLISON

TORONTO, JUNE 21st, 1918

FIRST REPORT OF THE EXECUTIVE COMMITTEE OF THE CANADIAN INDUSTRIAL RECONSTRUCTION ASSOCIATION

The Executive Committee recommends for consideration:

(1) That in order to stimulate national unity and in recognition of the advantages of a good understanding between Quebec and the English-speaking Provinces five scholarships in French for students from the English Provinces be established in Laval University and five scholarships in English for students from Quebec in the University of Toronto, and that in connection with such courses the English students be maintained for one year in France and the French students for one year in Great Britain.

(2) That the Association by appeal and argument encourage groups of industries which have common problems to follow the example of the Tanners, the Textile Industries and the Pulp and Paper Makers in order that through co-operation in scientific research, in processes of manufacture and in methods of marketing the advantages of large capital and practical experiments may be obtained and greater economy and efficiency in production assured.

(3) That the Association by appeal to financial and industrial interests and private capitalists and to the Federal and Provincial Governments, endeavor to

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

have Graduate Research Facilities established in the Universities of McGill and Toronto, where training can be had equal to that secured in the great American Universities. It seems to be clear that such Faculties will be a vital requirement when the National Research Institute is established by the Dominion Government. If the industries are to avail themselves fully of the facilities for Research which it is the intention of the National Advisory Council for Scientific and Industrial Research to provide the Universities must supply the trained experts to conduct necessary experiments.

(4) That a postgraduate scholarship or fellowship be offered in the departments of economics of McGill, Toronto and Manitoba Universities, successively, open to women graduates of any Canadian university, for the purpose of carrying on research work of an economic character in the industrial or home-making occupations of women.

(5) That a matriculation scholarship be offered at various Canadian universities, open to girl matriculants from high schools, collegiate institutes and women's colleges, for the best essay on the economic importance from the National Standpoint of household buying or on the training of girls for skilled employment.

(6) That by arrangement with the Ministers of Education in the different Provinces, prizes be offered for essays by school children on national industries or on the value of trade training in finding advantageous employment.

(7) That the Executive Committee of the Association consult with Hon. Frederic Nicholls, with the object of assisting in the movement which he has inaugurated to interest the Dominion Government in the vital problem of export markets and in organizing the industries of the country for an efficient partnership with the Administration in finding, extending and developing trade in other countries, particularly during reconstruction in Europe, in confidence that such trade once secured will be held to the common advantage of Canada and the other countries concerned.

(8) That the Association through its Executive Committee endeavor to arrange for a Conference with the Mayors of Western town and cities with the object of obtaining more accurate knowledge of conditions in the Western Provinces, the extent and character of their natural resources and the opportunities for establishing new industries or branches of Eastern Industries in favorable locations.

(9) That delegates representing agriculture, the commercial and industrial interests and the universities and newspapers of Western Canada be invited to visit the industrial communities of Eastern Canada, as the guests of the Association, with the understanding that an invitation to members of the Association to visit the West would be accepted and that the sole purpose of such deputations should be to acquire more exact knowledge of national conditions and problems.

(10) That the Association try to arrange conferences with the Railway Brotherhoods and the Great War Veterans' Association for mutual consideration of problems of reconstruction and to ensure co-operation as far as may be found practicable between the business interests and those bodies, in devising and supporting measures which may seem to be necessary to maintain stability and prosperity.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

(11) That the Association undertake to organize or co-operate in the organization of a National Conference to consider primary education in relation to the duties of citizenship and to which distinguished educationists from Great Britain and the United States would be invited.

(12) That the Executive Committee have a pamphlet prepared, showing what steps are being taken in other countries to improve relations between employers and workmen and what regulations or agreements affecting particular industries are being tested or are under consideration.

(13) That the Association issue an appeal to employers and industrial companies to have conferences with their workmen in order that the staffs of manufacturing and other business enterprises may have fuller knowledge of conditions affecting raw materials, available markets, the character and the degree of competition to which they are exposed and the problems of readjustment when peace is restored.

(14) That the Executive Committee also have pamphlets prepared for publication in newspapers or periodicals or by direct publication under the auspices of the Association as may be convenient or desirable on the following subjects:—

(*a*) Democracy and Public Credit.

(*b*) Lessons of the French Revolution.

(*c*) Irresponsible Government in Russia.

(*d*) Combination, Co-operation and Efficiency.

(*e*) Debt and Taxation Before and After the War.

(*f*) Relation of the Banks to Agriculture, Industry, and National Development.

(*g*) Waste in Local Works and Public Buildings.

(*h*) Sources and Incidence of Taxation in Canada and the United States.

(*i*) British Agricultural and Commercial Policy.

(*j*) The Relation of Wage Earners to Japan and the United States.

(*k*) State Aid for Industry.

(*l*) Federal and Provincial Assistance to Agriculture in Canada.

(*m*) Advantages of Local Markets.

(*n*) Farm products Produced, Exported, and Consumed in Canada.

(*o*) The National Advantage of importing factories and exporting finished products.

(*p*) The partnership of women in industry.

(*q*) The Home, the Shop and the Factory.

(*r*) Taxation of Incomes and Profits.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

(15) That the chairman of the Executive Committee prepare and deliver when opportunity offers an address for publication and distribution, explaining the objects of the Association, showing the necessity for preparation to meet after-war conditions and dealing generally with problems of reconstruction in Canada.

(16) The Executive Committee further suggests that the pamphlets of the Association should run from 1,500 to 3,000 words in length, rarely, if ever, exceeding 2,000. They should be clear, lucid and accurate, and as far as possible, should not be controversial or contentious. There should be constant endeavor to avoid conflict with any class or element of the population or any section of the country. Nor should any section of the press necessarily be treated as hostile or refused information relating to the public objects of the Association. On the other hand, as far as possible, the Executive Committee should be the medium of communication with the press and whenever possible those asking statements to the public should take reasonable precautions that they are fairly and accurately reported. The Association represents a national movement and advocates a national policy irrespective of the interests of any class, party or section of the country and in that spirit and from that standpoint its objects and activities should be explained and defended.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, June 29, 1918.

Sir John Willison,
President, Canadian Industrial Reconstruction Association,
59 Yonge Street,
Toronto, Ontario.

Dear Sir John:

I have received and read with much interest the publications thus far issued by the Canadian Industrial Reconstruction Association, which were received with your letter of the 25th instant.

I am much obliged to you for your letter and your kindness in forwarding the documents enclosed.

With kind regards,

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, April 15, 1918.

Hon. W. B. Wilson,
Secretary of Labor,
Washington, D. C.

Dear Sir:

If available for distribution in printed form, might I be favored with a copy of the programme proposed as a means for preventing and settling industrial disputes by the War Labor Conference, and which has recently been embodied in a communication addressed to you by members of the Conference.

I should also much appreciate the receipt of any printed matter as to the appointment of the Board (including, if possible, your letter of January 28th, 1918, referred to in the communication to you), which may throw light on the proceedings of the Conference and on any subsequent developments.

Thanking you in advance, I am,

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36755

5133 Prospect Ave
Oakland
March 13th

My dear Mr. King, -

Your letter meant so very much to me because I realized how understanding your sympathy was. Like Father's going away. You truly have been in the 'valley of the shadow' these last years. I know how devoted you were to your Mother. I remember you showed me her picture and told me of her broad interests and ability and characater. You must miss her constantly. Please accept my sincerest sympathy.

I was not as fortunate as you in being with Father much this last year. We spent our wonderful Week together in Washington last May - went down the river to Mt. Vernon and strolled about that beautiful place in the warm spring sunshine. I was

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

home from May first to August first when I went back to my work in New York. Father was taken ill in September and when in October the call came to me to take the general secretaryship of the Cleveland Association I decided from all view points it was the right thing to do. I came home just before Christmas my first visit before Father died. We had some wonderful talks those last days and I feel that I never saw clearly the work and spirit that he would have me carry on. But — oh — I long so for his presence — his dear understanding smile. Next to the faith — the wonderful assurance of eternal life that God gives us — I believe this book must be his for work — I'm sure you have

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

found that true. 367571 a
be so interested to know
what you are especially
busy in just now. I'm
sorry I missed you call
in New York. Perhaps
you may be coming to
Cleveland. If so — I
should be glad to see you.

Custance has been such
a comfort to me. She is
a wonderful friend —.

With deep appreciation

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36758

In your letter - believe me
most sincerely yours
Marie Wing

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

3133 Prospect Ter
Cleveland -
Nov 3, 1918

My dear Mr. King -

It was a pleasure to receive your very interesting letter last August, and I have wondered how things have developed with you since then. What you told me of your book — 'Industry and Humanity' — interested me keenly. I believe there is no subject that grips me as that me does. The possibility of bringing in the kingdom of Christ in the realm of industry seems nearer in so many ways than it did before the war; and the need of urgent if we are to hold a strong social unity in the reconstruction time. I shall look for your book eagerly in the list of new publications.

I wonder too how your walk in Colorado turned out. That week

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

be familiar territory to you after
you were there when I spent such an interesting afternoon
with Mrs Rockefeller - last July working
out plans for some new Y.W.C.A.
buildings in Washington. She is doing
splendid work as chairman of the
Emergency Housing committee of the
Y.W.C.A. war work Council. Rel-
ative met to Colorado this last month,
as campaign speaker for the United
War Work Campaign - The Influenza
Epidemic, however closed up the State
& now they want me in Kentucky &
Missouri - beginning next Friday -
I thought I was filling the 'Ile'
myself yesterday and staggered
dizzily home - but today I seem
about all right - except for disappointment at missing a game
of golf this morning - This has
been a strange month on all

36790

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

successful end. How deeply everyone must feel - especially those who have lost their friends in the war - that the quality of our individual & social life must be worthy of the sacrifice that has been made. I believe that is the key-note of reconstruction -

I can picture now in the midst of a wonderful book - written by our regular Y.W.C.A. classes, clubs, & indoor groups activities had to be discontinued because of the epidemic - and our staff has worked instead under the Board of Health.

Perhaps by this time you are already in England & your very presence there is a wonderful cheer to them in the midst of dawn of the war's

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

a number of English Churches & Divines - It is called "Morning Prayer" - published by Macmillan & Co - London - It is the most open minded forward - looking religious & social book I have read. It has the glimmer of a revelation of righteousness in it - I should be interested in your opinion of it -

Mrs — all good wishes & yrs —

yours sincerely

Mackenzie King

36762

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

My dear friend -

I am delighted with your new book. The subject itself interests me intensely and the fact that you have spoken from a very concrete and successful experience in dealing with definite industrial problems gives it an authority

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

greetings with it. I hope you had a happy Christmas, even though I realize that for both of us there must be a memory and a longing instead of the dear actual presence of those who have gone.

With many good wishes for the New Year and hearty thanks for your fine book - believe me

sincerely yours

Marie Wing

Cleveland

December 29th 1918

36764

and reality that means much. Then it is so stimulating to find such faith and a sense of spiritual values in the realm of industry. Those surely are factors that has been too often omitted in former attempts at meeting the industrial situation.

I do appreciate most deeply your sending me this book and your kind

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36765

JAMES W. WOODS
OTTAWA, CANADA

11/4/18

Dear Mackenzie King
Thank you so much for your kind invitation to dine with you on Saturday evening at the Golf club at seven thirty to hear the honour of meeting Mr John D Rockfeller Jr. and which I have much pleasure in accepting
Faithfully Yours
James Woods

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLASS OF SERVICE DESIRED	
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Night Letter	

Patrons should mark an X opposite the class of service desired: OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

36766 Form 1206

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Brown Palace Hotel,
Denver, Colorado, November 7, 1918

Mrs. C. A. Wookey,
118 Collier Street,
Toronto, Canada.

Our hearts go out to you all in congratulation and thanksgiving for Peace.

Will, May, and Mac.
928 Olive Street

PREPAID
Room 829
W.D. Mackenzie King. Hotel

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36767

Canadian Industrial Reconstruction Association

ROYAL BANK BUILDING

Toronto

HONORARY PRESIDENT
RT. HON. LORD SHAUGHNESSY, K.C.V.O.
PRESIDENT
SIR JOHN WILLISON
SECRETARY
A. N. WORTHINGTON

VICE PRESIDENTS
HUNTLEY R. DRUMMOND
JOHN F. ELLIS
W. K. GEORGE
W. J. BULMAN

23 July, 1918.

W. L. Mackenzie King, Esq.,
The Roxborough,
Ottawa, Ont.

Dear Sir:-

In accordance with your recent request I now beg to enclose herewith one of our recent publications covering certain recommendations which were approved of by the Committee and will be put into immediate effect.

I am,

Yours very truly,

A. N. Worthington
Secretary.

ANW/J
ENCL.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36768

UNITY STABILITY PROSPERITY

Canadian Industrial Reconstruction Association

ROYAL BANK BUILDING, TORONTO

RT. HON. LORD SHAUGHNESSY, K.C.V.O., HONORARY PRESIDENT
SIR JOHN WILLISON, PRESIDENT
HUNTLEY R. DRUMMOND, JOHN F. ELLIS, W. K. GEORGE,
VICE-PRESIDENTS
A. N. WORTHINGTON, SECRETARY

GENERAL COMMITTEE:

HON. G. E. AYMOT
E. W. BEATTY
HON. C. P. BEAUBIEN
W. M. BIRKS
W. A. BLACK
W. J. BULMAN
COL. THOS. CANTLEY
J. C. CASAVANT
LT. COL. HARRY COCKSHUTT
HON. NATHANIEL CURRY
NORMAN DAWES
GEORGE E. DRUMMOND
HUNTLEY R. DRUMMOND
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LT. COL. THE HON. FREDERIC NICHOLLS
S. R. PARSONS
JOS. PICARD
CARL RIORDAN
S. J. B. ROLLAND
T. A. RUSSELL
WM. RUTHERFORD
H. D. SCULLY
J. H. SHERRARD
WM. STONE
C. R. WHITEHEAD
SIR JOHN WILLISON

TORONTO, JULY 12th, 1918

At a general meeting of the Canadian Industrial Reconstruction Association, held in the Molsons' Bank Building at Montreal, the following recommendations, submitted by the Executive Committee, were approved :

(1) That in order to stimulate national unity and in recognition of the advantages of a good understanding between Quebec and the English-speaking Provinces five scholarships in French for students from the English Provinces be established in Laval University and five scholarships in English for students from Quebec in the University of Toronto, and that in connection with such courses the English students be maintained for one year in France and the French students for one year in Great Britain.

(2) That the Association by appeal and argument encourage groups of industries which have common problems to follow the example of the Tanners, the Textile Industries and the Pulp and Paper Makers in order that through co-operation in scientific research, in processes of manufacture and in methods of marketing the advantages of large capital and practical experiments may be obtained and greater economy and efficiency in production assured.

(3) That the Association by appeal to financial and industrial interests and private capitalists and to the Federal and Provincial Governments, endeavor to

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

have Graduate Research Faculties established in the Universities of McGill and Toronto, where training can be had equal to that secured in the great American Universities. It seems to be clear that such Faculties will be a vital requirement when the National Research Institute is established by the Dominion Government. If the industries are to avail themselves fully of the facilities for Research which it is the intention of the National Advisory Council for Scientific and Industrial Research to provide the Universities must supply the trained experts to conduct necessary experiments.

(4) That a postgraduate scholarship or fellowship be offered in the departments of economics of McGill, Toronto and Manitoba Universities, successively, open to women graduates of any Canadian university, for the purpose of carrying on research work of an economic character in the industrial or home-making occupations of women.

(5) That a matriculation scholarship be offered at various Canadian universities, open to girl matriculants from high schools, collegiate institutes and women's colleges, for the best essay on the economic importance from the National Standpoint of household buying or on the training of girls for skilled employment.

(6) That by arrangement with the Ministers of Education in the different Provinces, prizes be offered for essays by school children on national industries or on the value of trade training in finding advantageous employment.

(7) That the Executive Committee of the Association consult with Hon. Frederic Nicholls, with the object of assisting in the movement which he has inaugurated to interest the Dominion Government in the vital problem of export markets and in organizing the industries of the country for an efficient partnership with the Administration in finding, extending and developing trade in other countries, particularly during reconstruction in Europe, in confidence that such trade once secured will be held to the common advantage of Canada and the other countries concerned.

(8) That the Association through its Executive Committee endeavor to arrange for a Conference with the Mayors of Western town and cities with the object of obtaining more accurate knowledge of conditions in the Western Provinces, the extent and character of their natural resources and the opportunities for establishing new industries or branches of Eastern Industries in favorable locations.

(9) That delegates representing agriculture, the commercial and industrial interests and the universities and newspapers of Western Canada be invited to visit the industrial communities of Eastern Canada, as the guests of the Association, with the understanding that an invitation to members of the Association to visit the West would be accepted and that the sole purpose of such deputations should be to acquire more exact knowledge of national conditions and problems.

(10) That the Association try to arrange conferences with the Railway Brotherhoods and the Great War Veterans' Association for mutual consideration of problems of reconstruction and to ensure co-operation as far as may be found practicable between the business interests and those bodies, in devising and supporting measures which may seem to be necessary to maintain stability and prosperity.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

(11) That the Association undertake to organize or co-operate in the organization of a National Conference to consider primary education in relation to the duties of citizenship and to which distinguished educationists from Great Britain and the United States would be invited.

(12) That the Executive Committee have a pamphlet prepared, showing what steps are being taken in other countries to improve relations between employers and workmen and what regulations or agreements affecting particular industries are being tested or are under consideration.

(13) That the Association issue an appeal to employers and industrial companies to have conferences with their workmen in order that the staffs of manufacturing and other business enterprises may have fuller knowledge of conditions affecting raw materials, available markets, the character and the degree of competition to which they are exposed and the problems of readjustment when peace is restored.

(14) That the Executive Committee also have pamphlets prepared for publication in newspapers or periodicals or by direct publication under the auspices of the Association as may be convenient or desirable on the following subjects:—

(*a*) Democracy and Public Credit.

(*b*) Lessons of the French Revolution.

(*c*) Irresponsible Government in Russia.

(*d*) Combination, Co-operation and Efficiency.

(*e*) Debt and Taxation Before and After the War.

(*f*) Relation of the Banks to Agriculture, Industry, and National Development.

(*g*) Waste in Local Works and Public Buildings.

(*h*) Sources and Incidence of Taxation in Canada and the United States.

(*i*) British Agricultural and Commercial Policy.

(*j*) The Relation of Wage Earners to Japan and the United States.

(*k*) State Aid for Industry.

(*l*) Federal and Provincial Assistance to Agriculture in Canada.

(*m*) Advantages of Local Markets.

(*n*) Farm products Produced, Exported, and Consumed in Canada.

(*o*) The National Advantage of importing factories and exporting finished products.

(*p*) The partnership of women in industry.

(*q*) The Home, the Shop and the Factory.

(*r*) Taxation of Incomes and Profits.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE ROXBOROUGH,
Ottawa, July 27, 1918.

Mr. A. N. Worthington,
Secretary, Canadian Industrial Reconstruction Association,
Royal Bank Building,
Toronto.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge and thank you for your letter of the 23rd instant, and its enclosure of one of the recent publications of your Association covering certain recommendations of the Executive Committee.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36772

✓ Opium Traffic

1521 New Hampshire Ave.
Washington, D.C.
Nov. 20th, 1918.

Dear Mr. Mackenzie King, -

I do not know if you have heard of the death of my husband Dr. Hamilton Wright nearly two years ago. It is because of your mutual interest in the Opium Question that I am writing to you. As you know this work was very near my husband's heart and to it he gave all his time and strength until his death. Because of the War and the preoccupation of the world this big Opium movement has been allowed to disintegrate. It has caused me the greatest concern and I have finally in a measure taken up the work myself. It is a subject of so many ramifications that I cannot hope to cover it in a letter. I will stae merely that I have been working with my Government and the British Government for the past year urging that The Hague Convention be ratified. As you doubtless know the last Conference met at The Hague on the eve of the breaking out of the War in June 1914. There remained but the signing of the Protocol and the Convention would have gone into effect - but the War interceded and five countries only ratified - the United States, China, the Netherlands, Norway and Honduras. My husband was able to pass domestic legislation in the United States for the protection of our own people - but internationally the work came to a halt.

As you have doubtless heard - the Japanese under cover of the War have been deluging China with Morphine -- which is of course equally as pernicious as Opium and in flagrant disregard of The Hague Convention. Much of the morphine has been manufactured in Edinburgh and from thence sent to Japan and from Japan to China. There was agitation in England against this and finally laws were passed to restrict the importation. Nevertheless morphine has continued to pour into Japan. As it is most difficult to get facts by mail or through the Legations - I decided last summer to go to the Far East myself and find out the actual conditions. Before going I pointed out the disastrous consequences that had followed the not pushing to a finish the Opium victory and got our State Department to issue a note to the Powers begging that the Convention be ratified at once. This is but a matter of form for the Protocol is still open at The Hague - a neutral capital - and it has but to be signed by the representatives of the various Powers already [redacted] at The Hague to put it into effect. By ratifying the Convention we approached the Morphine question in China but as well we attack a still greater menace - which lies in the unprotected condition o of the soldiers in Europe. These men I understand return from battle with nerves shattered and turn to drugs to restore a certain balance. These men must be protected - and now with demobilisation upon us the danger is greatly accentuated. As you know The International Opium Convention demands that each Signatory Power put into effect at once domestic legislation for the control and suppression of drugs. America has already

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

given protection in a large measure to her people through the legislation passed by my husband - but as I understand Great Britain and France and the other Signatory Powers have no such rigid domestic restrictions and the result has been disastrous to a degree. I have had it on reliable authority that the chemists in England are besieged by soldiers getting drugs and this I believe is also the case in Canada. I should be very much obliged if you would give me authentic data as to conditions in Canada - what domestic legislation - if any-has been passed to restrict the sale of drugs - and you can perhaps let me know also what the status in Great Britain is.

I am sure that you will agree that some action must be taken at once and I know of no shorter way than to ratify The Hague Convention which starts the machinery simultaneously all over the world to protect our troops. There is a great outcry in the United States against alcohol- but its effects are of course nothing in comparison with the damage done by drugs. Can you not get the Canadian Government to take some action? The British Legation in Peking promised to urge ratification at once and I believe has done so. Mr.Theo dore TaylorM.P. who has been associated with this Opium work has also promised to take it up in England and our own Government is going to urge again that prompt action be taken. I am sure you will see that it is a very practical and necessary thing.

I am sending this to Ottowa and trust that it may find you on this side of the ocean. Begging that I may hear from you as soon as possible and particularly as regard to domestic legislation in Canada and Great Britain.

Yours sincerely

Elizabeth Washburne Wright

Mrs Hamilton Wright

MRS HAMILTON WRIGHT.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Blackstone Hotel,
Chicago, December 5, 1918

Mrs. Hamilton Wright,
1521 New Hampshire Avenue,
Washington, D. C.

Dear Mrs. Wright:

I received, just before leaving Denver a day or two ago, your letter of November 20, which had been forwarded to me from Ottawa.

The word which your letter contains of your husband's death nearly two years ago comes as a shock to me. Somehow or other, I had not learned of it at the time, and the concern of the world being so wholly that of the War, of recent years, accounts without doubt for my not having heard of your bereavement since. I hope it is not too late to express my sincerest sympathy with you. I am sure there must be consolation to you, as there would have been joy in the knowing to him, in the realization that the work to which he had devoted his life so zealously can be carried on by you.

I am sorry that I know very little - in fact, I have no exact knowledge whatever - of the nature of British legislation respecting the use of habit-forming drugs. I am happy, however, to be in a position to give you very accurate information concerning the Canadian legislation. You may know, perhaps, that the law prohibiting the manufacture and sale of opium in Canada was drafted by me, and was enacted by the Canadian Parliament in 1908, on the strength of the Report on the Need for the Suppression of the Opium Traffic in Canada, which I prepared for the Government. It was this legislation which occasioned my being selected as one of the British members of the International Opium Commission at Shanghai.

The Act respecting opium was passed while I was still in the position of Deputy Minister of Labor, and before I had resigned that position to run for Parliament. In 1910 or 1910, while Minister of Labor, I brought in a bill containing certain prohibitions concerning the use and

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

sale of habit-forming drugs. The bill was passed by Parliament, and is still upon the statutes. I regret that my memory serves me so poorly at the moment that I cannot refer you to the exact date of the enactment of this law. As soon, however, as I reach Ottawa - which I expect to be within the next fortnight - it will give me much pleasure to send you a copy of the Act, together with such material bearing upon its enactment as I may find it possible to obtain for you.

I am really not in a position to supply anything in the way of information on conditions in Canada as respects this particular subject. My attention of recent years has been given so completely to industrial problems that I have had little or no touch with many questions to which I should like to have given attention. I shall remember, however, your interest in this matter, and if I learn of any sources of information likely to be of service to you, shall gladly communicate at once.

With kind regards, Believe me,

Yours sincerely,

WLMK.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

The Roxborough,
Ottawa, January 8, 1919

Mrs. Hamilton Wright,
1521 New Hampshire Avenue,
Washington, D. C.

Dear Mrs. Wright:

I regret that, having been called away from Ottawa immediately upon my return here from the West, I was prevented from sending you the documents referred to in my letter of December 5.

I enclose them with this communication, and hope they are not reaching you too late to be of some service.

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36777

YALE CLUB
VANDERBILT AVENUE & 44TH STREET
NEW YORK CITY

May 16, 1918.

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

Dear Sir:-

Your letter of Mar. 23rd in regard to the collecting of memorabilia for the Rideau Club has been turned over to me by Mr J. McLean Walton.

We have a good many prints, invitations, pictures, etc., framed and hung on the walls of the various public rooms of the Club, relating to both the Yale Club and the early history of Yale University. We have also a number of scrap-books compiled by Yale alumni, which are kept on our library shelves in the section devoted to colleges and universities, and several scrap-books of current events of interest in connection with the Club and the University. Our library contains class books and class records of nearly all the classes that have been graduated from Yale since 1797, also reports of the various presidents, treasurers, etc., sermons, orations, addresses, year books, college periodicals, alumni publications, etc., etc. Our policy seems to be to have all memorabilia bound in book form, put in scrap-books, or framed and hung on the walls. In one of the card rooms we have several banners and photographs of athletic teams and the room itself is papered with back issues of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36778

YALE CLUB
VANDERBILT AVENUE & 44TH STREET
NEW YORK CITY

one of the college periodicals.

If you can give me a more detailed idea of just what sort of material you have on hand to arrange and exhibit I may possibly be able to give you better suggestions, as I am afraid this letter will not be of much help to you.

I should be very glad indeed to show you our club house and assist you in any way possible if you should be in New York at any time.

Sincerely yours,

Charles P Tuttle

Librarian.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36779

Ottawa, May 22, 1918.

My dear Sir:

I thank you most cordially for your letter of the 16th instant in answer to my inquiry on behalf of the Rideau Club.

The information you have so kindly given is precisely of the kind most desired, and will be much appreciated by the Committee on Art and Memorabilia appointed at the last annual meeting of the Rideau Club.

Kindly accept, on behalf of the Committee, our very sincere thanks for your courtesy.

Yours very truly,

W. L. MACKENZIE KING

Mr. Charles P. Tuttle,
Librarian, Yale Club,
Vanderbilt Avenue and 44th Street,
New York.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36780

5, SPANISH PLACE,
MANCHESTER SQUARE,
W.1.

24th. Feb. 18.

Dear Mr. King.

It was so very nice of you to think of writing to me to tell me of your great sorrow. I must offer you my most sincere sympathy. A rumour of your mother's death had reached me, & I had written only a short time before I received your letter to Mr. Gibson, to ask her if it was true. I can feel for you so much, as I know what my mother's death 12 years ago, meant to me - It must have been a comfort to have had your mother near you all those last months.

I so often think of my happy years in Canada, & it is strange to think that

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36781

It is now 1½ years since we left. We have been settled in my own little home a year next month, & I enjoy having something I can call my own.

We are living through anxious times, & I am surrounded by pessimists – Indeed there does not seem any very cheerful outlook at present. I hope you do not feel to depressed about things the other side of the Atlantic.

I was so sorry to hear that W. Gibbon has had a serious operation, & I do hope she is restored to health again.

I suspect you are very busy as ever, & that no doubt will help you in your sorrow & loneliness.

Yrs v. sincerely

Dorothy Yorke

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36782

THE GRAIN GROWERS GUIDE.

Winnipeg, November 6, 1919

Honourable Mackenzie King, M.P.,
Parliament Buildings,
Ottawa, Ont.

Sir:

Because the political outlook is the livest topic before the Canadian public to-day, the Grain Growers' Guide will print for its Annual Christmas issue, a Political Outlook Number.

This will not be a party number, but will cover all matters concerning all parties from a historic and informative standpoint. As such it will be relished by men and women of all political shades.

A general solicitation is being made to all parties, federal and provincial, for advertising in this issue. This is the best opportunity for each party to tell its message in Guide homes through their own official organ. You will at once appreciate the value of this offer. The Guide's circulation for this date will be 72,000 farm homes. (Guaranteed A. B.C. audit).

Mr. N. T. McMillan, and Mr. J. E. Adamson, both of Winnipeg, have been solicited, and give their hearty recommendation. Mr. McMillan is writing to urge your using space in this issue.

Four full pages at our regular commercial display rate will cost.	$ 1152.00
3 pages	864.00
2 pages	576.00
1 page	288.00

If any portion of this is required it will be necessary to advise us not later than November 15th, copy following almost immediately.

Yours truly,
THE GRAIN GROWERS' GUIDE,

(Sgd) W. G. Abel.

ADVERTISING DEPARTMENT.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36783

The Roxborough,
Ottawa, November 12, 1919

Mr. W. G. Abel,
Advertising Department,
"The Grain Growers' Guide",
Winnipeg, Manitoba.

Dear Sir:

Your letter of the 6th instant, addressed to Mr. Mackenzie King, was received at the time Parliament was being prorogued and just before Mr. King's departure for Washington, where he is now attending the sessions of the International Labour Conference. Unfortunately, on account of these circumstances, there was no opportunity to give consideration to the proposition contained in your letter, on which you have asked a decision before November 15.

Mr. King asked me to say that he would be obliged if you would let him know if there is any later time at which it would be possible to secure space in the Christmas issue, if this were desired. In the interval, he will take occasion to speak with one or two friends concerning the matter.

Yours very truly,

(J. A. MacGregor)

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36784

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

179 R A Z56 BLUE

WINNIPEG MAN NOV 17-19

THE HON MACKENZIE KING

THE ROXBOUOUGH OTTAWAONT

THERE IS STILL TIME FOR SPACE GUIDE POLITICAL OUTLOOK NUMBER ACTUAL CLOSING DATE IS NOVEMBER TWENTY FIFTH BUT WE SHOULD KNOW AS EARLY AS POSSIBLE IF SPACE CAN BE USED TO GUARANTEE GOOD POSITION AS POSSIBLE STOP M T MCMILLAN SOUTH WINNIPEG AND J A ADAMSON WINNIPEG CENTRE STRONG ENDORSE PROPOSITION PLEASE WIRE ANY DECISION COLLECT

(W. G. Abel) GRAIN GROWERS GUIDE

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36785 T. D. FORM 2 P

Canadian Pacific Railway Company's Telegraph

READ THE NOTICE AND AGREEMENT ON THE BACK

J. McMILLAN, Gen. Supt., Winnipeg, Man.
J. F. RICHARDSON, Supt., Vancouver, B.C.
R. N. YOUNG, Supt., Calgary, Alta.
D. COONS, Supt., Moose Jaw, Sask.
E. M. PAYNE, Supt., Winnipeg, Man.
W. J. CAMP, Assistant Manager, Montreal, Que.
D. H. BOWEN, Supt., Sudbury, Ont.
W. MARSHALL, Supt., Toronto, Ont.
F. J. MAHON, Supt., Montreal, Que.
W. M. GODSOE, Supt., St. John, N.B.

JAS. KENT,
Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof, which are hereby agreed to:

(Nov. 20, 1919.)

Wpm

W. L. Mackenzie King
Grain Growers Guide,
290 Vaughan Street.
Winnipeg. Manitoba.

Will take two pages of Guide Political Outlook number, if same can be guaranteed in good position, and so as to face each other.

W. L. Mackenzie King.

Collect.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

36786

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — Geo.D.PERRY, GENERAL MANAGER

12 N AP 28 NL

1919 NOV 20 AM 1 56

WINNIPEG MAN 19TH 19

HON W L MACKENZIE KING

107

OTTAWA ONT

WE WILL ACCEPT YOUR INSTRUCTIONS FOR TWO PAGES IN THE GUIDES POLITICAL NUMBER TO BE RUN OPPOSITE EACH OTHER AND WELL FORWARD IN THE BOOK RUSH COPY PLEASE

GRAIN GROWERS GUIDE

133 AM

(W. L. Mack)

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

The Roxborough,
Ottawa, November 22, 1919

Mr. W. G. Abel,
Advertising Dept., "The Grain Growers' Guide",
290 Vaughan Street,
Winnipeg, Manitoba.

Dear Sir:

Supplementing the enclosed communication, I have been asked to suggest that care be taken in the make-up of the manuscript, so as to make the general appearance as attractive as possible. For example, it is assumed that the sub-headings will be set in black face type such as appears in other numbers of the "Grain Growers' Guide". Mr. King wonders if the part of the manuscript which is in the nature of quotations from the resolutions passed at the National Liberal Convention might not be set in some distinctive type, either a small black face or slightly indented, or possibly set in panels. This, of course, is necessarily a matter of typographical make-up which will have to be left to the compositors. Mr. King hopes that every care will be taken to put the reading matter in as attractive a form as possible.

It has been extremely difficult to gauge the space. Mr. King presumes it will be easy for you, by leading or leaving additional space around the headings, to fill out the two pages with the material being sent. He is anxious, above everything else, that the pages should not present a crowded appearance. Possibly the manuscript may have to be cut down a little. In this event, Mr. King would prefer to take out parts of some of the resolutions to cutting down the other part of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

the reading matter. Should any cutting down be necessary on this account, Mr. King would be obliged if you would telegraph him just how many lines of manuscript in this connection it may be necessary to omit, and he will indicate by return wire what part of the manuscript to take out. He has been supplied with a duplicate copy of the material being sent you, and would be able to indicate in the return wire what sentences, paragraphs, or parts should be eliminated.

As Mr. J. E. Adamson wrote Mr. King suggesting that advantage be taken of the offer of the Grain Growers' Guide to take a contributed article, Mr. King would be obliged if you would submit a proof of this article to Mr. Adamson as soon as it is run off. Mr. Adamson's address is 806 McArthur Building, Winnipeg. A letter is being addressed to Mr. Adamson in the current mail saying that this request has been made. Mr. King will be quite agreeable to accept any changes Mr. Adamson may care to make, and possibly seeing him would avoid the necessity of any telegraphing concerning possible further revisions.

Mr. King would be obliged if you would advise him, upon receipt of the manuscript, so that he may know it has duly come to hand, and in time for publication.

One other thing: Mr. King would like to know whether, should the same be desired, the Liberal Information Office could obtain from the Grain Growers' Guide reprints of the pages of the enclosed article, made up in the form of, say, a four-page pamphlet; and if so, at what cost per thousand. Also, he would like to know at what rate per hundred copies of the Political Outlook Number of the Guide could be purchased.

Yours very truly,

(J. A. MacGregor)

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36789

The Roxborough,
Ottawa, November 22, 1919

Mr. W. G. Abel,
Advertising Dept., "The Grain Growers' Guide",
290 Vaughan Street,
Winnipeg, Manitoba.

Dear Sir:

As mentioned in another communication, I send herewith, by direction of Mr. Mackenzie King, the manuscript for the article on "The Liberals and the Farmers", which is to appear in the Political Outlook number of the Grain Growers' Guide.

You will have received, under separate cover, a photograph of Mr. Mackenzie King for publication with the article, and a draft form for the make-up. Mr. King would be obliged if you would send a proof of the article to him when it has been set up. Even though there may not be time to make any changes, he would like to see the form in which it will appear, before the time of publication.

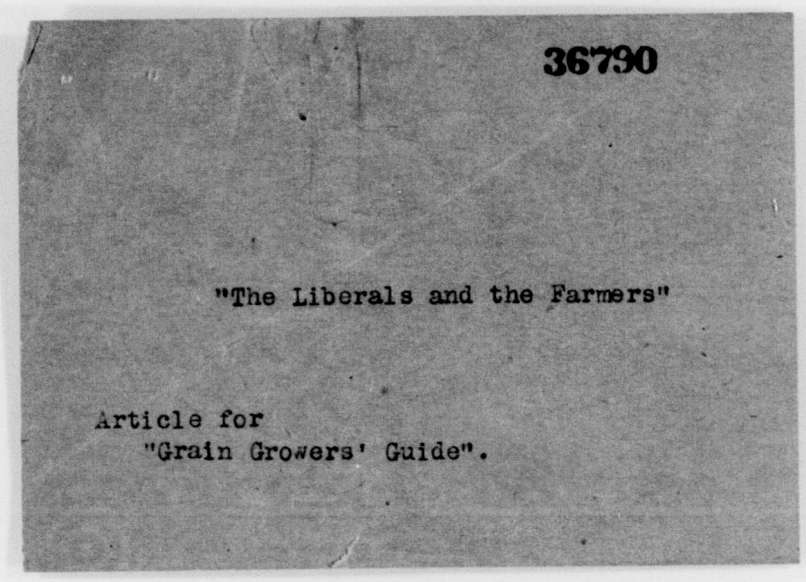
Yours very truly,

(Sgd) F.A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA



36790

"The Liberals and the Farmers"

Article for
"Grain Growers' Guide".

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36791

THE LIBERALS AND THE FARMERS

The Platform adopted by the National Liberal Convention
held at Ottawa, August 5, 6, 7
closely resembles that of the
Grain Growers.

WHAT THE LIBERAL PARTY STANDS FOR IN FEDERAL POLITICS

THE NEW LIBERAL LEADER

Twice in its history, the Liberal Party of Canada has held a national convention. . . . . .

PHOTO -

to be set in middle of page.

HON. W. L. MACKENZIE KING
The New Leader of the Liberals of Canada

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Twice in its history, the Liberal Party of Canada has held a National Convention. The first time was in the summer of 1893, when the party adopted a platform of policies and principles on which it was returned to power three years later. The second occasion was in August of the present year.

THE FIRST LIBERAL CONVENTION

The years preceding 1896, in some respects, were not unlike those through which Canada is passing at the present time. There was great unrest, and grave dissatisfaction with the existing government. The Tories were holding on to office long after their usefulness was gone. The public administration had become lax and extravagant. The Government's policies had ceased to respond to the needs of the people. An autocratic executive had usurped the place of a responsible government. Two influences alone kept the Prime Minister and his colleagues in office. The privileged interests were ready at any cost to maintain the high protective tariff which Sir John A. Macdonald had framed at the instance of his friends in manufacturing, financial, and railway circles, and a servile band of followers in the House of Commons were prepared to give

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

the administration unvarying support, so long as a chance remained to share the spoils of office. It was under these conditions that the Liberals of Canada determined upon a National Convention, and under the leadership of the Right Honourable Sir Wilfrid Laurier, at that time plain Mr. Laurier, drew up a platform of policies and principles in which they sought to give expression to what they believed to be the consensus of liberal opinion from the Atlantic to the Pacific.

CANADA UNDER LIBERAL ADMINISTRATION

Whatever may be said by political opponents of the Liberals while in office, it cannot be denied that the fifteen years of Liberal administration which followed the advent of Sir Wilfrid Laurier and his colleagues to power, will ever stand out as golden years in the history of Canadian progress and development.

Especially for the Canadian West were the years of Liberal administration as the dawn of a new day. One policy after another contributed to Western prosperity;- the policy of land settlement and immigration; the policy of railway rate control and railroad construction; the policy of the creation of new provinces. Had the Liberal policy of Reciprocity carried, the sun would have shone bright in mid-heaven upon the fortunes of Western Canada. It was

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

not Sir Wilfrid Laurier's fault, nor the fault of the Liberal Party, that this great policy, framed in the interests of all Canada, but especially relevant to the needs of the farmers in the prairie provinces, failed to win support at the polls. Sir Wilfrid and the Liberals staked their all upon it. To the lasting glory of the Liberal Party, be it said that as a party it went down to defeat true to its traditions, flying the banners of wider markets and freer trade. In the defeat of the Liberal Party on Reciprocity, we find the origin of the movements which have since found expression in the political platforms of the organized farmers of Ontario, Manitoba, Saskatchewan, and Alberta.

THE 1919 LIBERAL CONVENTION.

The National Liberal Convention at Ottawa in August of the present year was similar to the Liberal Convention of 1893 in that its main purpose was to redraft the party programme in the light of changed conditions, so as to bring it in all essential features into full accord with the existing needs of the country and the new progressive spirit of our day. It is not surprising, therefore,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

to find that in its outstanding features, and especially those which most vitally affect the well-being of the rural classes, such, for example, as the tariff, it is well-nigh impossible to distinguish between the platform laid down at the National Liberal Convention and the Farmers' political platform as adopted by the Canadian Council of Agriculture. Indeed, a reading of the two together would seem to show that the Liberals, in framing their platform, had been so anxious to meet the wishes of the farmers wherever it was possible so to do, that they had adopted the very wording of some of the planks in the farmers' platform.

THE LIBERAL PLATFORM

Perhaps it would be best to let the Platform of the Liberal Party speak for itself. Here are some of the Resolutions that were unanimously adopted at the Convention, and which now constitute a part of the policy of the Liberal Party.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE TARIFF

On the Tariff, the National Liberal Convention made very definite and clear-cut demands. One familiar with the farmers' platform might almost think he was reading from it. Here is the resolution as carried unanimously by the Convention:

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

RECIPROCITY

Determined not to be outdone by the defeat of 1911, the Liberals unanimously resolved to make another attempt to carry Reciprocity, and once more nailed the banner of Reciprocity to the Liberal mast. Here is the resolution as unanimously adopted:

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

ENCOURAGEMENT TO AGRICULTURE

Nothing could better disclose the intention of the Liberal Party to render every possible assistance to Agriculture than the following resolution, which pledges the party's support to policies for which the farmers have long been contending:

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

FINANCIAL CONDITION AND TAXATION

Realizing that the financial condition of the country presents the most serious of all existing problems, the Liberal Convention declared for the severest economy. In outlining the methods of taxation to be adopted in the raising of the revenue, the party declared in favor of graduated taxes on business profits, income, and luxuries, in much the same language as that of the Canadian Council of Agriculture. Here is the resolution:

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

CONTROL OF NATURAL RESOURCES
AND CONTROL OF LIQUOR TRAFFIC

Two resolutions of special interest to the Western Provinces related to the control of Natural Resources and the control of the Liquor Traffic. On the control of Natural Resources, the Convention passed the following resolution:

The resolution relating to the Liquor Traffic was as follows:

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

MISCELLANEOUS RESOLUTIONS

Other resolutions adopted by the Convention had special reference to Soldiers' Civil Re-establishment, Railways, Labor and Industry, the enforcement of the Income Tax Law, Election Frauds, Conservation and Improvement of physical standards of Canadians, Conservation and Development of Natural Resources, and kindred subjects.

Two resolutions, one with respect to Canadian Autonomy, and the other referring to National Unity, are deserving of special mention. They express the natural antipathy of all true Liberals to anything in the nature of centralized imperialism, and the desire for a united Canada which should inspire all ~~true~~ citizens of the Dominion.

CANADIAN AUTONOMY

The resolution on Canadian Autonomy is as follows

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

NATIONAL UNITY

On National Unity, the following resolution was passed:

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE SPIRIT OF THE CONVENTION

The resolutions give but a limited conception of the spirit which pervaded the Convention. To appreciate its democratic and progressive tendencies, it is necessary to read the speeches made by leading Liberals from all parts of Canada. These, fortunately, were taken down in shorthand at the time, and are published in an official Report of the Convention, just issued, which contains not only the proceedings of the Convention itself, but also a detailed account of the arrangements made in advance of the Convention to ensure its success. The volume is an attractive souvenir of an historic event, as well as a political record of great value. Copies may be obtained from the National Liberal Convention Office, at Ottawa, at the nominal price of $1.00 per copy.

A keen observer of the Convention and its proceedings, and one who is wholeheartedly in sympathy with the farmers and their interests, writing, at the time, of the significance of the Convention ~~as regards~~ in its bearing upon the Farmers Political Platform, said: "The Liberal party has practically adopted the agrarian programme. In reality, the Convention is a great victory for the western

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

radicals and grain growers. The Liberal party has virtually adopted the programme of the Canadian Council of Agriculture, and has burnt its boats so far as any backing from the "interests" is concerned. It becomes to a large extent the "country" party." x

THE LIBERAL LEADER

The same writer, referring to the choice of Leader made by the Convention, says: "The real significance of Mr. King's election lies in the fact that it is a notable victory for the progressive elements in Canadian liberalism. The delegates wanted sound principles and real radicalism, rather than shoddy compromises and party clap-trap. They desired a leader and a policy which would create a vital cleavage between themselves and the Tories and bring some reality into politics." And so it is. The Liberal Convention at Ottawa was as representative and democratic a political gathering as has ever been held. Never was a leader chosen in a more democratic method. Over eleven hundred delegates, representative of all the constituencies

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x J.A.Stevenson, "The Nation", August 23, 1919.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

in Canada, discussed the whole range of national life and politics for a period of three days, and then, having adopted a platform expressive of the general consensus of views, proceeded by ballot to select as Leader the man whom they believed would be fearless in his advocacy of the principles adopted, and well qualified to fight for their adoption upon the hustings and in the halls of parliament.

In the choice of Mackenzie King as Leader of the Liberal Party, it can hardly be doubted that the delegates at the Convention felt that in the grandson of William Lyon Mackenzie, one of the founders of Canadian liberalism and of responsible government in Canada, they were selecting a man who would be true to the Liberal tradition of seeking to make Parliament representative of the people, and of holding the Executive responsible to Parliament. Nor were the delegates unmindful of the circumstance that Mackenzie King, as a Minister in the Cabinet of Sir Wilfrid Laurier, was one of those who loyally upheld the banner of Reciprocity in the federal elections of 1911, and, as his stand on other occasions has shown, would not hesitate to encounter certain defeat, for principles in which he believed, rather than compromise

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

of his convictions at any price. When the Liberals in convention chose Mackenzie King as Leader, they declared once and for all against the powerful invisible government of the "interests", and not less loudly in favor of a progressive Liberalism, a broad humanitarianism, a loyal nationalism, and a sane internationalism.

THE FUTURE OF LIBERALISM

With its new platform and its new Leader, the Liberal Party enters upon a new epoch at the moment Canada enters upon a new era. With a record of reforms running back nearly a century into the past, Liberalism in Canada would appear to be on the threshold of new and larger achievements. Regardless of the reactionary forces arrayed against it, and cross-currents which for the time being may seem to threaten its unity, it is the one political force strong and deep and broad enough to gather into its course and to carry to victory all the progressive elements which, in one form or another, are but expressions of an expanding Liberalism. Left in disunion, the progressive forces would waste each other and be destroyed in the face of a reactionary Toryism, which is their common hereditary foe. United, they become invincible as the warders of a wider freedom - economic, religious, social, industrial, political, which is the Liberalism that Canada awaits.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, November 22, 1919

Mr. W. C. Abel,
Advertising Department,
"The Grain Growers' Guide",
290 Vaughan Street,
Winnipeg, Manitoba.

Dear Sir:

Mr. Mackenzie King has asked me to send you the enclosed photograph of himself, for use in connection with the article on the Platform of the Liberal Party which is to be published in the Political Outlook Number of the Grain Growers' Guide. The manuscript for the article will go forward under another cover.

It is desired to have a reproduction of this photograph appear in the middle of the first of the two pages contracted for. The picture will have to be reduced to a size which will permit of its appearing within the two middle columns of the Grain Growers' Guide, assuming that the make-up of the special number is to be the same as that of the regular issues. A copy of your October number is being used as sample. The length of the photo will, of course, have to be reduced proportionately.

A draft of the form in which the first page should be made up is also attached hereto. You will see from this that it is desired to have the reading matter of the article appear above and below the photograph, as well as on either side of it.

Yours very truly,

(F. A. McGregor)

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36808

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM [illegible] D. 1

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

W 143 RNP 23 BLUE

WINNIPEG MAN NOV 25-19

HON MCKENZIE KING

398

THE ROXBOROUGH

OTTAWA ONT

YOUR COPY ARRIVED IN GOOD TIME THANKS NONE WILL HAVE TO BE LEFT OUT WILL BE FIRST POLITICAL AD IN BOOK FOLLOWING EDITORIAL (w. e. abel)

GRAIN GROWERS GUIDE

Telephone, Queen 1070

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36809

Ottawa, December 19, 1919

Mr. W. G. Abel,
Advertising Manager, "The Grain Growers Guide",
Winnipeg, Manitoba.

Dear Sir:

Mr. Mackenzie King has learned that the Political Outlook number of "The Grain Growers Guide", containing the two-page advertisement sent you some weeks ago, has been issued. So far no copies have been received in Ottawa. Would you kindly arrange to have, say, half-a-dozen copies addressed to Mr. King, at The Roxborough, Ottawa.

At the same time, you might also arrange to have your account rendered.

Yours very truly,

(J. A. McGregor)

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36810

HOUSE OF CROMAR.
TARLAND.
ABERDEENSHIRE.

Dec. 21 1914

Dear Mr. Mackenzie King

Nothing has given us so much pleasure for a long time as the good news that you have been chosen to be our dear Sir Wilfrid's successor, & that it is given to you to lead Canada back to paths of national righteousness. Knowing your ideals as we do, we thank God & take courage.

And my thoughts go back to our first meeting & the impression you made on me then, & which made me then do my best to persuade you to give your life & your enthusiasm & your high aims to the national service, cost you what it might.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

You have already been able to achieve much, & now it seems a special Providence that you should have made industrial questions your special concern, & that you should have been brought so close personally to the workers. All that experience will give your views & opportunities now.
Please believe that we shall always follow your career with intense interest. How rejoiced your Mother would have been! or perhaps is.
May God guide, & keep, & prosper you.
Yours most sincerely
Ishbel Aberdeen & Temair

(LADY ABERDEEN)

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36812

WOMEN'S NATIONAL HEALH ASSOCIATION OF IRELAND (INCORPORATED).

Registered Office—9 ELY PLACE, DUBLIN.

President:
THE MARCHIONESS OF ABERDEEN & TEMAIR.

Hon. Medical Secretary
Dr. PRUDENCE GAFFIKEN.

Medical Superintendent of Work for Women and Children:
Dr. ALICE BARRY.

Hon. Secretary:
Miss McCARTHY.

Hon. Treasurer:
Sir WILLIAM THOMPSON, M.D.

Hon. Solicitor:
Sir JOHN LYNCH.

Secretary of Executive Committee:
Mrs. R. DANCEY.

Chairman Dublin Babies' Clubs Central Committee:
Sir ANDREW HORNE, M.D.

Chairman of Central Care and Research Committee:
W. LOMBARD MURPHY, M.D.

Chairman of Advisory Committee on Health and Child Welfare Legislation:
T. S. McCANN, K.C.

Chairman of Dublin Samaritan Committee:
Lady RUSSELL.

Chairman of Invalid Children's Aid Committee:
Mrs. J. M. HAMILTON.

Chairman of Playgrounds Committee:
Alderman MORAN, J.P

Sections of Work carried on under the Management of the Association:—

After care of Sanatorium Patients in their own homes.
Change of air for Delicate Women and Children.
Child Welfare Work.
Infant Mortality Work.
Babies' Clubs.
School Children's Dental Clinics.
School Children's Medical Clinics.
Maintenance of District Nurse.
Playgrounds and School Gardens.
Folk Dancing.
Health and Housing Exhibition.
Child Welfare Exhibition.
Food Exhibition.
Conferences on Health Questions.
Publication and Distribution of Health Literature.
Health Lecturers sent to Local Districts.
Written Health Lectures, illustrated by Lantern Slides, sent on hire.
Local Milk Depots.
Meals for School Children.
Inexpensive Dining-rooms.
Boot Clubs.
Welcoming Club for Overseas Visitors.
Peamount and Rossclare Santoria (300 beds).

(Sir WILLIAM J. THOMPSON, M.D.,
59 Fitzwilliam Square,
Hon. Secretary for the Sanatoria, to whom all correspondence about these Institutions should be addressed).

Applications for Literature and Lectures to be made to the
LITERATURE SECRETARY, 9 ELY PLACE.

My dear Mr. Mackenzie King November 30 1919.

I wonder if you remember responding with great kindness to my appeal on behalf of the Health and Child Welfare work carried on in Ireland, by the Women's National Health Association.

I think you must have sometimes wondered at not hearing further from me, and also at not receiving any report.

The fact is that a very full report of the work done in Ireland, with a list of names and addresses of all subscribers in the United States, was prepared by us for circulation; but our Committee in the U.S.A. were of opinion that American donors to philanthropic objects, being so often averse to having their names and addresses published, it would not be desirable to have this report printed.

Our own Annual Reports in Ireland have been much curtailed for economy's sake during the war, and our report for 1918, usually published in the Spring, has only just been issued, owing to a prolonged Printers' Strike in Ireland. I now send you a copy together with a summarised statement of the results of our visit to America, and trust that the contents will make you feel justified in further supporting this work, in which, as will be seen, representatives of every creed and class are participants.

A glance at our letter-head will indicate how wide is the ground covered by the activities of the W.N.H.A. But in the present state of unrest, when the thoughts and energies of so many are directed to other channels, the maintenance of these activities is a source of continual anxiety. And in spite of the prosperity of the agricultural classes, persons with fixed incomes and small pensions and the sick poor in the towns are in great difficulties.

Hoping to hear from you, and with kindest regards from Lord Aberdeen and myself,

Believe me,
Yours very sincerely,
Isobel Aberdeen & Temair

This is not intended to ask you for a subscription but merely to send you a copy of report & ask your blessing

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36813

Ottawa, December 27, 1919

Dear Lady Aberdeen:

I have just received your letter of November 30, with its interesting enclosures. I shall take an early opportunity to glance them over, and whenever occasion offers shall not fail to speak a helpful word for the Women's National Health Association of Ireland.

As I am starting in a day or two on a somewhat extended political tour, I have not opportunity at the moment for more than an acknowledgment of your letter and its enclosures. This note, however, will let you know that they have been duly received, and will carry with it my renewed best wishes to Lord Aberdeen and yourself for the New Year.

With kind regards,

Believe me,

Yours very sincerely,

The Most Honourable
The Marchioness of Aberdeen and Temair,
Dublin, Ireland.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36814 ✓

Form C.A. 1

GREAT NORTH WESTERN
CABLEGRAM

Z. A. LASH, *President* — **HEAD OFFICE, TORONTO, ONT.** — GEO. D. PERRY, *General Manager*

110 P L

AUG. 13, 1919

6/115 MOE

METHLICK 6

MACKENZIE KING 329

OTTAWA

COMFIDENT CONGRATULATIONS

LORD ABERDEEN.

AUG 13 1919

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36815

TELEGRAMS-TARLAND.
TELEPHONE-ABOYNE 34.
STATION-ABOYNE-5 MILES.

HOUSE OF CROMAR,
TARLAND,
ABERDEENSHIRE.

August- 21. 1914

My dear Mackenzie King

It is indeed great and good tidings, that you have been brought- to the Liberal leadership in Canada - an event, prought, we truly believe, with far reaching benefit for the Country, and one which will be a source of deep relief, and of earnest thankfulness

to

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

to a vast number of
the right thinking people -
to whom it will also bring
a cheering sense of encouragement,
after the sorrow and concern
caused by the passing of the
great leader, whose work you
are called upon to take up:
a sacred mission indeed,
and a heavy responsibility -
but you will be conscious
that not a few will
be strengthening your hands,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36817

Telegrams, Tarland.
Telephone, Abcyne 34.
Station, Aboyne, 5 Miles.

House of Cromar,
Tarland,
Aberdeenshire.

is what Mr Gladstone would have described as the "very effectual mode".

= Do you remember our talk at the Dominion Day dinner? I am not likely to forget it. And now, giving vent to heartfelt good wishes, I am always yours

Aberdeen & Temair

(LORD ABERDEEN)

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36818

Cable Address "Bondlas"

Atlas Bond & Security Corporation
Limited

Commercial Union Bldg. 232 St. James St.

Montreal

1200

August 9th, 1919.

Mr. W. L. Mackenzie King,

Ottawa, Ont.

Dear Mr. King:-

I wish you every manner of success. You may not recall me at the moment. I was some years ago joint partner in the Liberal Herald here and still have a half interest in The Herald building.

You may recall one or two interesting talks I had with you re my forefathers taking your grandfather across the Niagara River in the middle of the night. One of them had his house burned by Tory neighbours for his suspected sympathy and support of the rebel Mackenzie. My mother now near ninety can recall some of the incidents in this connection.

Very Sincerely,

F. Abraham

FA/MG.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, September 6, 1919

Mr. F. Abraham,
Atlas Bond & Security Corporation, Limited,
Commercial Union Building,
232 St. James Street,
Montreal, Que.

My dear Mr. Abraham:

I thank you most heartily for the kind letter received from you a few days ago.

I recall with much pleasure the account you gave me of the assistance rendered by your forefathers to my grandfather during the stormy days of '37-'38. The mention which your letter contains of your mother, now nearly ninety, recalling some of the incidents in this connection, makes it a sort of living link with a past which is fast becoming remote. There can be very few alive who share with your mother any recollection of those days. I hope you will convey to her my very sincere wishes, for the years that may still be hers, that Time and Care may deal gently with her.

With kind regards to yourself, and very cordial thanks for your letter,

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, February 24, 1919

Mr. F. A. Acland,
Deputy Minister of Labour,
Ottawa, Canada.

Dear Mr. Acland:

Mr. Alfred W. Martin, 995 Madison Avenue, New York City, has written Mr. King requesting copies of the latest official reports concerning the operation of the Industrial Disputes Investigation Act.

Mr. King has directed me to refer the inquiry to you, with the request that such literature on the subject as may be available be addressed to Mr. Martin.

Yours very truly,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36821

Copy for the information of The Honourable W. L. Mackenzie King, C.M.G.,
The Roxborough, O t t a w a.

H.

Ottawa, February 25, 1919.

Dear Sir,

The Honourable W. L. Mackenzie King, C.M.G., former Minister of Labour for the Dominion of Canada, has mentioned to the undersigned your desire to receive copies of reports concerning the operation of the Industrial Disputes Investigation Act, 1907, and I am accordingly sending you, under separate cover, copies of documents as follows, namely:

1. Copy of the Conciliation and Labour Act.

2. Copy of the Industrial Disputes Investigation Act, 1907, as amended to date.

3. Copy of the Annual Report of the Department for the fiscal year ended March 31, 1907, in which are set forth at some length the particulars of the origin of the enactment of the statute.

4. A pamphlet reprint of an article by the undersigned discussing some phases of industrial disputes legislation.

5. A copy of the Tenth Annual Report of the Registrar of Boards of Conciliation and Investigation, being for the fiscal year ended March 31, 1917.

Yours truly,

(Sgd.) F. A. Acland

Deputy Minister of Labour.

Mr. Alfred W. Martin,
995 Madison Avenue,
New York, N.Y., U.S.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

4

that circumstances had so placed me as to be in a position to be of service to you during the strenuous years that lie before you — & for Canada

In conclusion let me again congratulate you and hope that you may have a full generation of honours and service

with affectionate regards

very sincerely

F Haultain

Hon W. L. M. King K.C.

Ottawa

36822

Ottawa

Aug 7/19

My dear Mackenzie King

I feel that I am in an exalted atmosphere when I can address thus familiarly one who can be almost greeted as the Prime-elect I want to be one of the earliest to congratulate you on the honour that has been thrust upon you. Call it; an honour that carries with it a heavy burden of care and anxiety and you will need all your fortitude of mind & strength of body in dealing with the many problems that darken the clouds

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I almost dread to think
of the future unless
not Canada only but
many of the countries
can produce wise
leaders & follow them.
There has also no time
in our history in Canada
or, as it seems to me, in
the history of the world
when such a knowledge
& insight as you have
been almost miraculously
able to gain of the vast
social questions that
are pressing down every
quarter could be of
equal value to Canada
& the world. The time

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, September 27, 1919

My dear Acland:

In the hope that I might find opportunity of sending something more than a formal reply, I have kept to one side, together with a number of other personal communications, your kind letter of congratulations, received some weeks ago.

The pressure of work ever since the National Liberal Convention, and the increasing number of immediate and future obligations, cause me to despair of being able for some time to come to send more than a line of personal acknowledgment.

Under the circumstances, may I ask you to accept this dictated note as an expression, though all too inadequate, of my very sincere thanks for your kind thought in writing, and for the assurances of confidence and good-will your letter so generously conveys. They are appreciated much more deeply than I am able to say.

Yours very sincerely,

Mr. F.A. Acland,
438 Queen Street,
Ottawa, Ontario.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36825

The ROxborough,
Ottawa, October 16, 1919

Mr. F. A. Acland,
Deputy Minister of Labour,
Ottawa, Ontario.

Dear Mr. Acland:

Mr. Mackenzie King has received a communication from Mr. George R. Nutter, 161 Devonshire Street, Boston, Massachusetts, requesting copies of the Industrial Disputes Investigation Act, and any literature relating to it, particularly such as may set forth the results which have been attained under the Act within the last few years.

Mr. King would be obliged if you could arrange to have Mr. Nutter supplied with two or three copies of the Act and copies of such literature on the subject as may be available.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

W.

36826

DEPARTMENT OF LABOUR
CANADA

Ottawa, October 17, 1919.

Sir,

I am directed to notify you that you have been, on the recommendation of the Government of Prince Edward Island, appointed one of the advisers to delegates of the Dominion Government who will attend the International Labour Conference commencing at noon of the 29th instant at Washington, D. C. The delegates of the Dominion Government are the Honourable Senator G. D. Robertson, and the Honourable N. W. Rowell, K. C. It is understood the Conference will convene in the Pan-American Building, Washington, D. C.

Reports received indicate some danger of a shortage of hotel accommodation, and reservations from the 28th instant have been made at the New Washington and Wardman Park Hotels. The New Washington Hotel is situate in the vicinity of the Conference building and rooms are at the rate of six dollars per day. The Wardman Park Inn is situate on the city outskirts and about half an hour's street car ride from the Conference building. The rooms are at the rate of four dollars per day. You have perhaps intended making your own arrangements as to hotel accommodation. If, however, you desire reservation at either of these hotels, please indicate which is preferred, and arrangements will be made accordingly, preference being given effect if possible. Kindly let me have word on this point.

You will note that Mr. Gerald H. Brown, Ottawa, has been appointed Secretary of the Canadian delegation, Mr. Brown will be in Washington a day or two before the opening of the Conference.

I am enclosing a copy of the Order-in-Council governing these matters. I send you also a copy of a pamphlet containing documents relating to the Conference.

I have the honour to be,
Sir,
Your obedient servant,

Deputy Minister of Labour.

The Honourable W. L. Mackenzie King, C. M. G.,

The Roxborough,

Ottawa, Ontario.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36827

Certified copy of a Report of the Committee of the Privy Council, approved by ~~His Excellency~~ the Deputy Governor General on the 16th October, 1919.

PC 2141

The Committee of the Privy Council have had before them a report, dated 15th October, 1919, from the Acting Prime Minister, stating that careful attention has been given to the Colonial Secretary's message of 3rd September to His Excellency, the Governor General, respecting the notification received by the Colonial Office from the Government of the United States to the effect that the International Labour Conference arising out of Part XIII of the Treaty of Peace will be convened to assemble at Washington at noon on the 29th October, and extending to each nation "which is or which prior to the said meeting shall become a member of the International Labour Conference as defined in Article 387 an invitation to send its delegates and other representatives to Washington for the purpose of attending such conference".

The Labour Convention (copy attached), being Part XIII of the Treaty of Peace, provides in Article 3 (paragraph 389 of the Treaty of Peace) as follows: "It (the General Conference) shall be composed of four representatives of each of the members, of whom two shall be Government delegates and the two others shall be delegates representing respectively the employers and the work people of each of the members. Each delegate may be accompanied by advisers, who shall not exceed two in number for each item on the agenda of the meeting. When questions specially affecting women are to be considered by the Conference, one at least of the advisers should be a woman. The members undertake to nominate non-Government delegates and advisers chosen in agreement with the industrial organizations, if such organizations exist, which are most representative of employers or workpeople, as the case may be, in their respective countries". With reference to that portion of the foregoing regulations restricting the number of advisers for each delegate to "two in number for each item on the agenda of the meeting" it should be noted that the agenda, printed as an annex to the Labour Convention (see page 21 of the attached pamphlet), contains five items.

The Minister further states that, with a view to meeting the requirements of the foregoing regulations with respect to non-Government delegates, he requested recommendations on the subject from the Canadian Manufacturers' Association and the Trades and Labour Congress of Canada, as being the two bodies most representative of employers and workpeople respectively, the Minister suggesting five as the number of advisers which might be named for each delegate, and that communications have been received from the organizations in question recommending persons for appointment as delegates or advisers as requested.

The...

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Minister observes that,the matters mentioned in the agenda of the Conference being such as fall wholly or in part within the sphere of provincial jurisdiction, it seemed desirable that the Governments of the several provinces should have, if possible, an opportunity of sending representatives to the Conference, and, the system under which each delegate may be accompanied by a stated number of"advisers" appearing to offer opportunity of such representation on the part of the provinces, the several provincial Governments were invited each to name a person who might be appointed as an adviser to one of the Dominion Government delegates, and the provincial Governments have, as a rule, cordially responded with nominations of persons to be appointed.

The Minister now submits the following list of names of persons whom it is proposed to appoint on behalf of the Dominion Government or on behalf of the organizations "most representative of employers or workpeople" as delegates or advisers respectively, namely:

Dominion Government Delegates:

The Honourable Gideon D. Robertson, Senator and Minister of Labour of Canada.
The Honourable Newton W. Rowell, M.P., K.C., President of the Privy Council of Canada, and Acting Secretary of State for External Affairs.

Advisers to Dominion Government Delegates:

F.A.Acland, Deputy Minister of Labour of Canada.
Loring C. Christie, Legal Adviser to the Department of External Affairs of Canada.
Gerald H. Brown, Secretary to Reconstruction Committee of the Government of Canada.

Named by Provincial Governments:

Nova Scotia	Daniel A. Cameron, of Sydney, Member of the Provincial Legislature of Nova Scotia.
Prince Edward Island	The Hon. W. L. Mackenzie King, C.M.G., of Ottawa, former Minister of Labour of Canada.
Quebec	Louis Guyon, Deputy Minister of Labour for the province of Quebec.
Ontario	Dr.Walter A. Riddell, of Toronto, Deputy Minister of Labour for the province of Ontario.
Manitoba	The Hon.Thos H. Johnson, of Winnipeg, Attorney General for the province of Manitoba.
Saskatchewan	T.M.Molloy, of Regina, Secretary of the Bureau of Labour for the province of Saskatchewan.
Alberta	The Hon.C.R.Mitchell, of Edmonton, Treasurer of the province of Alberta.
British Columbia	J.D.McNiven, of Victoria, Deputy Minister of Labour for the province of British Columbia.

Non-Government delegates:

Recommendation as for employers received from Canadian Manufacturers' Association:

S.R.Parsons

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

S.R.Parsons, British American Oil Company,
Royal Bank Building, Toronto.

Persons recommended as advisers to same:

J.E.Walsh, General Manager, Canadian Manufacturers' Association, Toronto.
J.T.Stirrett, General Secretary, Canadian Manufacturers' Association, Toronto.
E. Blake Robertson, Ottawa Representative, Canadian Manufacturers' Association, Ottawa.
W. J. Bulman, Bulman Brothers, Ltd., Winnipeg.
F. P. Jones, Canada Cement Company, Montreal.

Following also are the names of persons recommended by the Canadian Manufacturers' Association for appointment as substitute advisers, to act in case of vacancies arising in the foregoing list:

J.B.Hugg, Canadian Manufacturers' Association, 503 Northern Crown Bank Building, Winnipeg.
Sam Harris, The Harris Lithographing Company, Ltd., Toronto.

Recommendation as for workpeople received from the Trades and Labour Congress of Canada;

P.M. Draper, Secretary Treasurer, Trades and Labour Congress of Canada, and President, Ottawa Typographical Union, 112 Florence Street, Ottawa.

Persons recommended as advisers to same:

Tom Moore, President, Trades and Labour Congress of Canada, 427 Sunnyside Avenue, Ottawa;
Arthur Martel, Vice President, Trades and Labour Congress of Canada, 1705 Chambord Street, Montreal;
Robert Baxter, Vice President, Trades and Labour Congress of Canada, Union Street, Glace Bay, N.S.;
David Rees, Vice President, Trades and Labour Congress of Canada, 1545 Charles Street, Vancouver, B.C.;
Mrs. Kathleen Derry, Member, Boot and Shoe Workers' Union, 222 Sumach Street, Toronto.

Following also are the names of persons recommended by the Trades and Labour Congress of Canada for appointment as substitute advisers, to act in case of vacancies arising in the foregoing list:

Alex McAndrew, Vice President, Trades and Labour Congress of Canada, and Western Representative, United Brotherhood of Maintenance of Way Employees and Railway Shop Labourers, Moose Jaw, Sask.;
Harry J. Halford, Vice President, Trades and Labour Congress of Canada, and Fifth Vice President, Journeymen Barbers International Union, 59 John Street, South, Hamilton.

The Minister recommends that the persons above named be accordingly appointed delegates and advisers, as the case may be, to the International Labour Conference to meet at Washington, D.C., on Wednesday, the 29th day of October, 1919; the persons appointed as advisers to be associated with the respective items of the agenda and with the several delegates as set forth in the memorandum attached hereto.

Article 13 of the Labour Convention provides that "each of the members (of the General Conference) will pay the travelling and subsistence expenses of its delegates

and/

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

and their advisers and of its representatives attending the meetings of the Conference or governing body, as the case may be", and the Minister further recommends that, in accordance with this provision, each delegate or adviser shall be entitled to a living allowance of fifteen dollars ($15.00) per diem for each day necessarily occupied with the affairs of the Conference, and to reimbursement for railroad charges, including sleeping accommodation, incurred in travelling between place of residence and place of conference.

The Minister also recommends that Mr. Gerald H. Brown, one of the advisers as above named, be appointed Secretary of the Canadian delegation for the transaction of such business as may arise.

The Minister further recommends that all expenses arising in connection with the Canadian delegation to the International Labour Conference be chargeable to the Demobilization Appropriation Act, 1919.

The Committee concur in the foregoing recommendations and submit the same for approval.

Clerk of the Privy Council.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Memorandum indicating the items of the Agenda to which the various advisers to delegates are respectively allocated.

(Agenda of International Labour Conference as appearing in the annex to the Labour Convention, page 21 of the attached reprint:

1. Application of principle of the 8-hours day or of the 48-hours week.
2. Question of preventing or providing against unemployment.
3. Women's employment - (a) Before and after child-birth, including the question of maternity benefit. (b) during the night. (c) In unhealthy processes.
4. Employment of children - (a) Minimum age of employment. (b) during the night. (c) In unhealthy processes.
5. Extension and application of the International Convention adopted at Berne in 1906 on the prohibition of night work for women employed in industry and the prohibition of the use of white phosphorus in the manufacture of matches.)

Government delegates: Advisers to Senator Robertson:
Item No.1 Daniel A. Cameron
2 Dr. Walter A. Riddell
3 Loring C. Christie
J.D.McNiven
4 Hon.C.R.Mitchell
5.F.A.Acland

Advisers to Hon. N.W.Rowell:
Item No.1 Hon.Thos H. Johnson
2 Hon.W.L.Mackenzie King
3 Louis Guyon
4 T.M.Molloy
5 Gerald H. Brown

Non-Government delegates: Advisers to nominee of employers:
Item No.1 J.E.Walsh
2 J.T.Stirrett
3 E.Blake Robertson
4 W.J.Bulman
5 F.P.Jones

Advisers to nominee of workpeople:

Item No.1	Tom Moore
" " 2	Arthur Martel
" " 3	Mrs. Kathleen Derry
" " 4	David Rees
" " 5	Robert Baxter

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 23, 1919

Mr. F. A. Acland,
Deputy Minister of Labour,
Ottawa, Ontario.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge the receipt of your communication of the 17th instant with which you enclosed a copy of a pamphlet containing documents relating to the International Labour Conference, and also a copy of the Order-in-Council with respect thereto.

Yours very truly,

F. A. MacGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Industrial Disputes Investigation Act of 1907 36833

The Roxborough,
Ottawa, October 21, 1919

Mr. F. A. Acland,
Deputy Minister of Labor,
Ottawa, Ontario.

My dear Acland:

If I am not troubling you too much, could you arrange to have someone in the Department supply Mr. Baldwin with information with respect to the Industrial Disputes Investigation Act, along the lines which the letter enclosed would indicate he is desirous of being informed.

The 'Outlook' is devoting considerable attention to our Canadian legislation and I think a sympathetic response to enquiries from that source would be helpful, not only in the spread of right ideas, but to Canada also in our relationship with the United States.

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

A.-R.

Industrial Disputes Investigation Act 1907

36834

Ottawa, October 22, 1919.

Dear Mr. King,

I have yours of the 21st instant. I received through Mr. W. D. Gregory a request similar to that written by Mr. Baldwin to yourself, and in reply have written him somewhat fully. I am enclosing copies of the letters forwarded.

Yours truly,

T. A. ACLAND

D. M. L.

The Honourable W. L. Mackenzie King, C.M.G.,
The Roxborough,
O t t a w a.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

A.-R.

Ottawa, October 15, 1919.

Dear Sir,

Mr. W. D. Gregory has told me of your desire to secure information as to the operation of the Industrial Disputes Investigation Act, and quotes your remark that you particularly desire word as to results during the years 1917 to 1919. Mr. Gregory has sent me a copy of his letter addressed to you under date of the 6th instant, in which he gives you the effect of a conversation with a labour leader in Toronto regarding the operation of the statute in question.

In the first place I may say that our experience with the Act during the last two or three years has not materially changed from that of earlier years. Whereas, however, numerous Boards were established in former years with reference to disputes between railroad employees in their several organizations and the different railroad companies, these organizations have been during the last eighteen months practically removed from the jurisdiction of the Act, not by any new statute, but by virtue of an arrangement between the railroad companies themselves and the chief officers representing the various brotherhoods. The Canadian Railway War Board was a body established under the War Measures Act, by means of which the various railroad companies were able to act in a measure as a unit for purposes bearing on the war. The association together of the various railroad managements in this way was no doubt primarily responsible for the coming together in a similar way of the different railroad brotherhoods, that is to say, the Big Six, (1) locomotive engineers, (2) firemen, (3) conductors, (4) trainmen, (5) railroad telegraphers, (6) maintenance of way employees. By mutually voluntary arrangement between the companies and the brotherhoods a body was constituted known as the Canadian Railway Board of Adjustment No. 1, and it was agreed that all disputes between the railroads included in the Canadian Railway War Board and the various railroad brotherhoods should be referred for adjustment to this

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

body. The Board of Adjustment No. 1 was composed of six persons representative of the railroad managements named by the Canadian Railway War Board, and six persons named by the six railroad brotherhoods. While the Canadian Railway Board of Adjustment No. 1 did not expressly undertake to adjust disputes other than those between the railroad managements and the members of the six unions indicated, it was provided that members of other unions employed in railway work, shopmen, etc., might, if unable to secure adjustment of a dispute and the railroad management concerned was agreeable, bring their dispute for adjustment to the Board of Adjustment, and, as a matter of fact, the Canadian Railway Board of Adjustment No. 1 has, since its establishment, dealt not only with all disputes of the six brotherhoods in question but with many disputes affecting shop hands. The Industrial Disputes Investigation Act applies to railways and employees of railways precisely as in the past, but for the reasons indicated disputes have been dealt with otherwise than through the agency of Conciliation Boards.

I have read with much interest the views which a labour leader expressed to Mr. Gregory regarding the operation of the Act. I suppose it may be conceded at once that no piece of legislation meets with universal approval, and if anything approaching a panacea for industrial troubles had been found in the Industrial Disputes Investigation Act, or, as it is commonly called, the Lemieux Act, then such troubles would have ceased, both here in Canada and elsewhere, for the same legislation would presumably have been universally adopted. Nor can it be expected that the administration of any law bearing on a subject so full of thorny points, some plainly seen and others half or wholly hidden, should escape criticism. On the whole the Lemieux Act seems to have been fortunate in the criticism levelled at it. So far as concerns the resolutions passed at different times by the Trades and Labour Congress of Canada and the discussions regarding the Act which take place at the annual conventions of that body, there are, as a rule, few, if any, persons at these conventions who are closely aware of the facts as to the particular phase of the operation or administration of the Lemieux Act which comes up for discussion; those who are in possession sometimes of a certain amount of information

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

hold no brief for the Government and are generally willing to admit that the Act is not perfect. The weaknesses of the Act are probably more fully realized by the Department of Labour than by any of its critics. The problem is to find one which is clearly and certainly better; that problem has not been yet solved. Reverting to the action of the Trades and Labour Congress I would point out that the most vigorous criticisms of the Act in past years came from (1) delegates representing industries outside the scope of the provisions of the Act, and (2) some others who represented industries coming indeed within the jurisdiction of the statute, but the union representatives of which had from the beginning consistently and persistently refused to abide by its provisions or in any way to avail themselves of its machinery. I have in mind as to this last point the delegates from what is commonly known as District 18 of the United Mine Workers of America. Criticisms of the administration of the statute from these sources, whether as to delays or otherwise, obviously could not be based on experience. The Act was for many years used chiefly, as above indicated, in the railroad brotherhoods, the Big Four of the brotherhoods being outside the Trades and Labour Congress. Two of the railroad brotherhoods (the railroad telegraphers and maintenance of way men) were represented in the Congress for a good many years, but the railroad telegraphers dropped out three or four years ago and the maintenance of way men are now alone among the brotherhoods connected with the Trades and Labour Congress. Both these brotherhoods are warm supporters of the Act, and the maintenance of way brotherhood, yet in the Congress, never loses an opportunity of saying a good word for it. Of course, under the arrangements indicated in the first part of my letter, they are not now calling for Conciliation Boards.

So far as concerns the actual charge of unreasonable delay in procedure, the records of the Department will show that wherever there is apparent reason for extraordinary expedition the procedure can be and has been conducted with literally lightning speed, that is, by telegraph or long distance telephone, all technicalities being waived. This is well known to those who come closely into touch with the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

statute. There are, on the other hand, cases where hasty and precipitate action would be more likely to do harm than good. The Department must proceed in the light of the information to hand, and of course its officials cannot claim infallibility of judgment. Speaking generally of the time occupied in disposing of disputes brought to the Department, comparisons with other industrial disputes legislation are possible only where legislation reasonably amalogous to the Canadian Act exists, as, for instance, in some Australian states, New Zealand, and South Africa. Under the Australian system disputes which get before the tribunals remain in the tangles of proceedings for periods which are, by comparison with the duration of procedure under the Canadian Act, relatively immense. The Australian legislation changes rapidly, however, and my reference is to legislation which existed prior to the last year or two. In New Zealand a comparison is equally in favour of the Canadian system. In South Africa the Act was modelled on the Canadian Act, and, so far as I have seen, the results are about the same.

The question of delays is one as to which a correct view could be formed only by an examination of individual cases. This would be manifestly impossible, and in each case there might be room for considerable argument. Mr. Gregory's friend cites, however, a particular case, that of the Toronto Street Railway and its electrical workers. It if were not tedious to discuss this case in detail it could be, I think, shown that the charge of delays is based wholly on an ignorance of the facts, an ignorance which is quite natural since the facts have not been and presumably never will be made public in detail. Briefly I may state that, after the dispute in question reached the Department, the procedure was twice stayed by request or approval of the workmen to permit the resumption of direct negotiations. The only phase of procedure which caused real delay was that wherein the Board members representing company and employees respectively named by agreement a chairman who, they learned later, had no time available for several weeks to hear the case, and the Department, on being appealed to, came to the rescue and secured a chairman who could act immediately. The employees' representative on the Board was a man who had had much experience in these matters of procedure and should

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

have avoided this error. The onus of delay on this point must rest chiefly on him. I am myself aware that he, the employees' Board representative, was greatly pressed by other duties and perhaps had not been justified in accepting the appointment to the Board. This view is borne out by the fact that, after the Board had been reconstituted with a chairman named by the Minister, the employees' representative on the Board found it necessary to retire, and again delay must have resulted but for action of the promptest nature by the Department through using telegraph and telephone.

The statute labours somewhat perhaps under the disadvantage of having been at the outset of its career regarded by the uninitiated as a positive solution of industrial ills -- a panacea for industrial disputes. It was a little advance over earlier legislation on the subject in Canada or perhaps in most countries other than Australia and New Zealand, and a careful inquiry would, I think, show that it has been of material value for the end in view. The Act has come under the administration of four Ministers, two of each political party, and all four have accepted its principles cordially and have striven only to improve its general operation. I happen myself to have been the official charged with the details of procedure from the first enactment of the statute in 1907.

An apt illustration of the working of the Act comes to hand at the moment and shows, I think, the advantage in not forcing procedure at lightning speed. A Conciliation Board had been established as between the Hamilton Street Railway Company and its conductors and motormen. The Board was established and the employees' nominee was appointed on the 8th instant. I communicated with the company, requesting a nomination. Sunday and Thanksgiving Day having intervened, a little latitude would have ended to-day their time allowance for recommending a Board member. A letter was received this morning indicating that direct negotiations had been resumed and promised a settlement. I wired the employees to verify the company's statement. While this letter is being dictated a reply comes from the employees confirming the company's statements. A copy is enclosed for your information. I have thought

Enc.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

you would be perhaps interested in getting this close view of a situation.

I fear this letter is somewhat longer than intended, but am aware that the Outlook has always paid much attention to these matters.

Yours truly,

(Sgd.) F. A. Acland

Deputy Minister of Labour.

Elbert F. Baldwin, Esq.,
"The Outlook",
381 - 4th Avenue,
New York City,
N. Y., U. S. A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

C O P Y.

CANADIAN PACIFIC RAILWAY TELEGRAM.

Hamilton, Ont.)ct. 15, 1919.

The Minister of Labour,
Department of Labour,
Ottawa, Ontario.

Sir, we are pleased to report that a mutual settlement has just now been effected between the Hamilton Street Railway and the employees and the Board which you were good enough to grant will not now be required. The Company concedes four cents an hour increase to all employees.

James McIlwraith,

President Division 107.

P. S. -- You will no doubt be interested in examining a copy of the official report of proceedings at the National Industrial Conference recently held here at Ottawa, and I am mailing you a copy accordingly.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

A.-R.

Ottawa, October 21, 1919.

Dear Sir,

I beg to acknowledge yours of the 18th instant. I had intended giving you the last word as to statistics of proceedings under the Industrial Disputes Investigation Act. I send you copies of the annual reports for the fiscal years ended March 31, 1917, and March 31, 1918, respectively. The report for the succeeding fiscal year ended March 31, 1919, is not yet printed. Briefly the figures covering operations of the statute in question for the three years shows as follows:

	No. of Disputes referred under Act	No. of Strikes not averted or ended
From April 1, 1916, to March 31, 1917.....	37	1
From April 1, 1917, to March 31, 1918.....	52	1
From April 1, 1918, to March 31, 1919	95	2

A period of quite extraordinary unrest marked the early months of the present fiscal year beginning with April 1st. So far as concerns the proceedings under the statute to the close of September, the half year, they are briefly as follows:

	No. of Disputes referred under Act	No. of Strikes not averted or ended
From April 1, 1919, to September 30, 1919.....	43	2

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

2.

As you will observe, the number of disputes referred under the Act increased greatly during the fiscal years 1917-18 and 1918-19, and the same activity marked the administration of the Act during the first half of the present fiscal year. An examination of figures relating to strikes of all kinds would show some increase in the number of strikes occurring in industries falling within the jurisdiction of the statute but which were declared without regard to its provisions. The compilation for the last six months, which, as above indicated, shows "number of strikes not averted or ended" as two, is correct statistically, following the lines on which figures for previous years have been presented. There were, however, during the half year in question three somewhat notable strikes of street railway workers, in which, after a Board had been established on request of the employer (a somewhat rare feature of proceedings under the statute) and while the inquiry was proceeding, the employees declared a strike. In each of those three disputes Board proceedings were suspended pending resumption of work. It is on the whole satisfactory to report that in each case the employees returned to work without any formal settlement of the dispute and a settlement was eventually effected by the resumption, at the request of the employees, of proceedings before the Board. These cases cannot be counted as strikes "not averted or ended" by the Board's action since the Boards concerned were not allowed by the parties to take action; but they show a situation which should not be overlooked.

Yours truly,

(Sgd.) F. A. Acland

Deputy Minister of Labour.

Elbert F. Baldwin, Esq.,
"The Outlook",
381 - 4th Avenue,
New York City,
N. Y., U. S. A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 24, 1919

Mr. F. A. Acland,
Deputy Minister of Labour,
Ottawa.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge and thank you for your communication of the 22nd instant, with which you have enclosed a copy of your letter to Mr. Elbert F. Baldwin on the subject of the Industrial Disputes Investigation Act.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Industrial Disputes Investigation
36845 et 1907 v

Ottawa, December 5, 1919.

ELBERT F. BALDWIN

Dear Sir,-

Your letter of the 14th ultimo was awaiting me on my return from the International Labour Conference at Washington. A certain accumulation of work and other matters have combined to prevent until now my giving the letter the attention it deserves. Now that I have reached it I do not know that I can say anything which will suggest a solution of the difficulties embraced in the industrial situation as at present confronting the United States Government and, in a greater or less degree, the difficulties of practically all other countries and which you summarize as the problem "How to Prevent Strikes."

I would like to say in the first place that there seems to me a certain fallacy in the thought that there may be devised a scheme or plan which would be in the nature of a panacea for industrial disputes and which, regardless of national and other boundaries, would be applicable to industrialism generally. I do not think we can look for the disappearance in our day of industrial strife. This may seem a little pessimistic, but it is not so intended. Much may be done to lessen industrial friction, to decrease the number of strikes, and to facilitate the settlement of industrial disputes. To this end there will be needed and will be utilized not any one particular device such as "The Lemieux Act", or "The Whitley Council" or "The Industtial Council", but all such means and many others. Some plans, better than others, will suit certain industries and certain communities. We have found the Industrial Disputes Investigation Act helpful in Canada, and I think the Act will be generally deemed to have become pretty firmly imbedded in our industrial system. Besides the formal establishment of Boards of Conciliation, etc., we have been very frequently able to use

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

the statute as a basis for conciliatory efforts in connection with the disputes that come to our notice. Largely as a result of our administration of the statute in question, practically every dispute of more than trifling importance comes to the attention of the Department -- in the majority of cases before the dispute takes on the aspect of a strike. The number of experienced conciliators who may be usefully employed in such cases is increasing. Also in Canada for the last year or two all railway disputes have been adjusted before the Canadian Railway Board of Adjustment No. 1, the genesis and purpose of which I explained in my previous letter. My own feeling is that agencies approximating these in their general character and results will in different communities enable the present industrial system to carry on even while it is undergoing a certain modification and adaptation to changing necessities; in the mean time the ameliorating influences of education and progressive legislation, and of movements which, by means of industrial councils or otherwise, give workmen an increasing participation in control of industry, will assist in lessening the evils out of which the worst classes of disputes spring.

As to the various plans briefly discussed in your letter I can but suggest that compulsory investigation, which, as you remark, we have been trying, seems to offer the least ground of objection.

Regarding the question of giving official and social recognition to labour unions, I would remark that this situation has been created by force of circumstances as in the coal strike at the present time. You refer to collective bargaining. The term "collective bargain" is a somewhat loose expression and can be and is being interpreted in many different ways. Each dispute settled under the Industrial Disputes Investigation Act is,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

the statute as a basis for conciliatory efforts in connection with disputes that come to our notice. Largely as a result of our administration of the statute in question, practically every dispute of more than trifling importance comes to the attention of the Department -- in the majority of cases before the dispute takes on the aspect of a strike. The number of experienced conciliators who may

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

of course, a collective bargain. Innumerable other collective bargains are made by mutual and voluntary arrangement in the course of a year in Canada; copies of many of these reach the Department. Trades unions will not be, I think, willing to accept the ordinary powers and responsibilities of corporate institutions so long as the necessity from their point of view of the use of the strike weapon remains. Moreover, the present coal strike offers an illustration of a situation in which the members of a union are in very large degree conducting a strike without authority, if not in entire defiance of their own officers.

The trend of the industrial movement seems to be towards a large degree, sooner or later in all countries and perhaps first of all in the United Kingdom, of nationalisation in the basic industries, coal, lumber, railways, metals, raw materials, etc. There is ground for hoping that such a system would tend some to stabilise prices, which in turn would diminish industrial unrest. The subject is a large one and full of difficulty, but its consideration from every point of view becomes more and more pressing.

Many thanks for Mr. Easley's article, which I return herewith. I had read it some time ago. I should like to take the article and discuss it paragraph by paragraph, but time does not permit. It is full of misapprehensions and misleading statements.

At the time the Act was enacted, Mr. Gompers, at meetings of the Civic Federation and otherwise, strongly opposed it as he has opposed all other legislation or proposed legislation which has sought in any way to limit the power of workmen to strike if and when they please. Mr. Easley seems to have identified himself with this attitude and Mr. Gompers's dictum is the last word on the subject. The discussions of the operations of the Act by Dr. Victor S. Clark,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

E.P.B. --- 4.

of the United States Department of Labour, and by Sir George Askwith (now Lord Askwith), made in both cases after careful investigation in Canada, were much fairer than the article given out by Mr. Easley, who, so far as I am aware, has not conducted any personal inquiry. Dr. Victor Clark and Sir George Askwith found, as a result of their investigations, that the Act has accomplished the object for which it was enacted, and which is perhaps best expressed in its complete title, namely, "An Act to aid in the Prevention and Settlement of Strikes and Lockouts in Mines and Industries connected with Public Utilities."

I regret the delay in answering your letter and that my answer when it comes is so long. I hope it may be of some value for your purposes.

Yours truly,

F. A. ACLAND

Deputy Minister of Labour.

Elbert F. Baldwin, Esq.,
The Outlook Company,
381 Fourth Avenue,
New York City,
N.Y., U.S.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36850

Ottawa, December 8, 1919

Mr. F. A. Acland,
Deputy Minister of Labour,
Ottawa.

Dear Mr. Acland:

I enclose herewith my account against the Government of Canada for disbursements incurred in travel from Ottawa to Washington and return, to attend the International Labour Conference, and to cover the per diem allowance to which I understand I am entitled as per the terms of the Order-in-Council, of which a copy was sent me at the time of my appointment.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Memorandum of expenditures incurred by, and per diem allowance due, W.L.Mackenzie King, in connection with visit to Washington, D.C. to attend sessions of International Labour Conference, as per Order-in-Council of October 16, 1919.

November 11-17 -

Transportation charges, Ottawa - Washington, and return	$ 55.00
Five days, including time occupied in travel, at $15.00 per day	75.00
	$ 130.00

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, December 23, 1919

Mr. F. A. Acland,
Deputy Minister of Labour,
Ottawa.

Dear Mr. Acland:

Mr. Mackenzie King has asked me to send on to you a copy of the telegram he has received to-day from Mr. L. G. Coleman, Manager of the Grand Trunk Lines in New England, Portland, Maine, in which request is made for information concerning the Industrial Disputes Investigation Act. A copy of Mr. Coleman's telegram is attached hereto.

Mr. King would be obliged if you would have Mr. Coleman furnished with a copy of the Act and such information on the points raised as may be available in the Department. He believes some comment from yourself on possible improvements to the Act as a result of its past application would be highly useful to Mr. Coleman, and has mentioned, in acknowledgment of the telegram, that the request is being referred to you.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

A.-R.

36853

COPY for the information of the Honourable W. L. Mackenzie King, The Roxborough, O t t a w a.

Ottawa, December 24, 1919.

Dear Sir,

Your message addressed under date of the 22nd instant to the Honourable W. L. Mackenzie King, and requesting information as to the operations of the Industrial Disputes Investigation Act, commonly known as the "Lemieux Act", has been referred for attention to the undersigned as Deputy Minister of Labour, and in reply to your request for information I am sending you, under separate cover, a copy of the last available Annual Report of the Department, that, namely, for the fiscal year ended March 31, 1918; also a copy of the statute, as amended to date. I enclose a pamphlet reprint of an article by the undersigned which discusses the matter of industrial disputes legislation in Canada as it stood at the date at which the article was written (the close of 1915).

Copies are not yet available of the report of proceedings under the statute for the fiscal year ended March 31, 1919, but the figures for the year have been compiled and I find that there have been from the inception of the Act, March 22, 1907, to March 31, 1919, 374 disputes dealt with under its provisions, and 24 cases in which the strike or lockout (in practically all cases a strike) was not averted. Since April 1st in the present fiscal year there have been about 90 additional disputes dealt with under the statute. You ask particularly as to cases other than railroad disputes. I find that of the 374 cases mentioned 126 were railway disputes, that is, disputes relating to steam railways and different classes of their employees, not including express or telegraph employees.

You will probably be aware that during the past eighteen months disputes between railway companies and the different classes of their employees have gone to a body

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

2.

known as the Canadian Railway Board of Adjustment No. 1, the headquarters of which are at Montreal. The only railway disputes now dealt with under the Industrial Disputes Investigation Act are those affecting one or two minor trades union bodies not represented on the Board of Adjustment No. 1.

Yours truly,

(Sgd.) F. A. Acland

Deputy Minister of Labour.

L. G. Coleman, Esq.,
Manager, Grand Trunk Railway Company,
Portland,
Maine, U. S. A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAPH COMPANY

TELEGRAM

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

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

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

92MODR 7

NANTUCKET MASS AUG 10-1919 609 PM

HON MACKENZIE KING

THE ROXBORO APTS OTTAWA

HEARTIEST CONGRATULATIONS FROM MY MOTHER AND MYSELF

PEREGRINE ACLAND

835P

Groton, Mass.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36856

Ottawa, September 6, 1919

My dear Peregrine:

It was very kind of you to wire me congratulations from your mother and yourself, from Nantucket, Mass.

I have since seen and thanked Mrs. Acland, but am sending this line just to say how much I appreciated your kind thought in sending the telegram, and to thank you most cordially for it.

I hope you and Mrs. Acland, Jr. are both well. Please tell your wife that I am looking forward to the pleasure of making her acquaintance.

With kind remembrances, and all good wishes,

Believe me, as always,
dear Peregrine,

Yours very sincerely,

Mr. Peregrine Acland,
Groton,
Mass.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36857

2897 VICTORIA.

5, LOWNDES STREET,
S.W.1.

4. July

Dear Mr. Mackenzie King

My friend
Mrs. Gregson &
I would be so
glad to see you
if you could
come to tea
with us either
on Sat. 1 to-morrow,
or on Monday
at 5:- o'clock.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36858

Perhaps you would telephone some time early

Clementina Adam

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

√ ROCKEFELLER FOUNDATION

McGILL UNIVERSITY 36859

FACULTY OF APPLIED SCIENCE

Dean's Office:

FRANK D. ADAMS, PH.D., D.Sc., F.R.S.—DEAN.

MONTREAL Novr.18th.1919.

The Honourable W. L. Mackenzie-King, LL.D.,
House of Commons,
OTTAWA, ONT.

Dear Dr. Mackenzie-King,

I was sorry when in Ottawa last week not to have the opportunity of seeing you, but I ascertained from your Secretary that you were in Washington and would not be back for some days.

When I last had the pleasure of meeting you - at the Rideau Club - you spoke to me with reference to an application which the University of Toronto were proposing to make to the Rockefeller Institute for a grant of One Million Dollars for the purpose of research. You mentioned that you had suggested to the authorities of the University of Toronto that it would be better for them to associate McGill University with them in any such application, and you stated that in view of this suggestion on your part I would probably receive a letter from the University of Toronto suggesting such a joint application, but that if such a letter was not received within two weeks you asked me to write to you letting you know that such a communication had not been received.

Between three and four weeks have elapsed since our conversation and we have received no communication from the University of Toronto. I am, therefore, writing to ask what steps you would advise me to take in order that McGill University may participate in any grant made by the Rockefeller Institute or receive a separate grant if such is judged best. I may say that our research work is now greatly

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

hampered by lack of funds, this situation having become greatly intensified owing to the recent rise in prices.

Please accept my best thanks for your kind interest in this matter.

I remain,

Yours very sincerely,

Frank D. Adams

Acting Principal.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

ROCKEFELLER FOUNDATION 36861

The Roxborough,
Ottawa, November 26, 1919

Frank D. Adams, Ph.D., D.Sc., F.R.S.,
Dean of the Faculty of Applied Science,
McGill University,
Montreal, Que.

Dear Dr. Adams:

I received, upon my return from Washington, your letter of November 18th. Oddly enough, at the same time I received a communication from the University of Toronto, advising me of the appeal made to Mr. John D. Rockefeller, for aid in research work, on behalf of the Medical Faculty of the University.

This is the first intimation I have had of the action of the Toronto authorities. Apparently, they have preferred to act independently, and have not thought well of my suggestion of associating the medical faculties of other universities in their appeal.

Under these circumstances, I think it would be advisable for you to follow ~~the same~~ course on behalf of the Medical Faculty of McGill University. I should suggest that you have prepared a careful statement showing the needs of the University for aid in medical research work, and express the hope that Mr. Rockefeller will find it possible either to enlarge the terms of the grant he has made to medical research work in the United States, so as to have the benefit of his gift extended to Canadian universities, or to make a gift similar and proportionate to medical ~~work~~ by the universities of Canada.

I am to-day writing Mr. John D. Rockefeller, Jr., strongly urging him to lend his good offices in having his father make a grant on behalf of medical research work in Canada. In my letter, I am mentioning that I understand

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

a communication has already gone to Mr. Rockefeller, Sr., from the Medical Faculty of the University of Toronto, and that I understand a similar communication will be sent from the Medical Faculty of McGill University at any time. My suggestion to Mr. Rockefeller, Jr., will be that the matter be considered with reference to research work in the field of medicine, irrespective of any particular university, save as respects requirements and conditions which would have to be met to entitle a university to share as a beneficiary.

I think it would be well for you to make your request direct to Mr. John D. Rockefeller, Sr., at his home address, Tarrytown, N.Y. I am not familiar at the moment, nor have I at hand the data which would enable me to ~~say, with~~ give the exact designation of the foundation recently established by Mr. Rockefeller, Sr., to administer the funds given by him for medical research in the United States. You will doubtless know what this body is, and it is the one to which reference should be made, the request being that the scope of its powers be extended to embrace Canadian universities, and its endowment supplemented proportionately for that purpose; or, failing this, a separate endowment made for the universities of Canada. To my mind, the application should not be made to any institute, or any existing foundation, but to Mr. Rockefeller, Sr., direct.

I am indeed sorry to have been out of Ottawa when you were here a few days ago. I doubt, however, if the delay will have affected matters one way or the other, in as much as at the time I should not have known what the University of Toronto had done, but am now in a position to speak definitely. If you go ahead immediately, you will, I think, be in plenty of time to share in anything that may be done, if anything should be done. Be assured that if in any way I can be of further service, it will afford me the utmost pleasure.

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36863

ROCKEFELLER FOUNDATION

McGILL UNIVERSITY

MONTREAL.

PRINCIPAL'S OFFICE.

December
Fifth
1919.

Hon. Dr. Mackenzie King, LL.D.
Roxborough,
Ottawa.

Dear Dr. Mackenzie King:-

I have received your letter of November 26th and thought that I had acknowledged its arrival before now, but on looking through my file, I am afraid that I neglected to do so.

I am greatly indebted to you for the interest which you have taken in connection with securing a grant for Medical Research at McGill University.

I have written to Mr. John D. Rockefeller Sr. putting the needs of the case before him, as you have suggested, and I have also written to his son, mentioning that you had advised me to write to Mr. Rockefeller and that Dr. Osler had already communicated with him along the same lines. I hope most sincerely that Mr. Rockefeller will take a favorable view of our application and will give us the money which we so badly need for the development of the higher work in our Medical Faculty.

Again thanking you for your kindness in this matter and looking forward to seeing you in Ottawa before long,

I remain,
Yours very sincerely,

Frank D. Adams

Acting Principal.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36864
√ ROCKEFELLER FOUNDATION

Ottawa, December 26, 1919

Frank D. Adams, Esq., Ph.D., D.Sc., F.R.S.,
Dean of the Faculty of Applied Science,
McGill University,
Montreal, Que.

Dear Dr. Adams:

I feel I must write somone about Mr. Rockefeller's gift to medical education and research in Canada, amounting to at least Five Million Dollars, and as this was a matter we took up together, I feel I should like to share congratulations with you on the result. I do hope that great good will come to our Canadian universities through this gift.

In order that fitting recognition may be made of this generous gift, and also that the public of Canada may appreciate what it may mean to medical education and research in this country, may I suggest that our universities take immediate steps to make some public pronouncement upon the significance of the gift as a contribution to medical science in Canada. Appreciation, rightly shown, of this gift at this time, not only as an aid to medical education and research, but as an important contribution to international good-will, may go very far toward inclining public-spirited benefactors in the United States to include our country in future benefactions. You will, I am sure, agree in this, and do what you can, not only to have the University make fitting acknowledgment to Mr. Rockefeller, but also to have the press do its part in correctly interpreting the full significance of his gift.

With the best of wishes for the New Year,

Believe me,

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36865

McGILL UNIVERSITY

MONTREAL.

PRINCIPAL'S OFFICE.

30th. Dec.,1919.

The Honourable W.L. Mackenzie King,

OTTAWA,
Ont.

Dear Sir:-

I beg to acknowledge the receipt of your letter addressed to Dr. Adams under date of December 26th.

Dr. Adams is out of town at present; but he is expected to return to Montreal at the end of this week, when your letter will be handed to him.

I remain

Yours truly

S. M. Bainbridge

Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

CANADA

Office of Housing and Town Planning Adviser

Housing Committee
of the Cabinet

Commission of
Conservation

Ottawa, May 2nd, 1919

Dear Mr. King,-

With reference to our conversation of yesterday I enclose two memoranda for your information. One gives a general idea of the work which I think is needed to be done on this continent in advancing the science of town planning and better housing.

I have thought that, rather than communicate with President Vincent direct on the subject, until I hear from him that he wishes me to do so, I would rather send you the material and leave it to you to make any suggestions.

The second memo contains some information about personal matters written by a journalist who obtained the data from me.

I hope you will have a pleasant voyage and an interesting time in England. I wrote, as promised, to Lord Leverhulme, Edward Cadbury, Raymond Unwin, George L. Pepler, G. R. Thorne, M.P., B. S. Rowntree and C. B. Purdom,- + told them you would probably call.

With kind regards, I am,

Yours sincerely,

T. Adams

Town Planning Adviser

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa.

TA/PKJ
encls.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36867

CANADA

Office of Housing and Town Planning Adviser

Housing Committee
of the Cabinet

Commission of
Conservation

Ottawa, May 2nd, 1919

Personal

Dear Mr. King,-

I wonder might I trouble you about a small personal matter? If you happen to be calling at the High Commissioner's soon after your arrival I would be most grateful if you could put in a word for me with Sir George, to whom I have written, asking for facilities to be obtained for transportation for my boy. He enlisted when he was 17 as a Private and finished up with about a year's flying in France. Notwithstanding that his health suffered in consequence he has been held up in England for several months although I know of many others who have returned who were never out of England. It is against my principle to ask for any special favour in such a matter but if you happen to remember about it when you are calling at Victoria Street I should be glad if you could put in a word to have the matter facilitated.

Yours sincerely,

Thos Adams

Town Planning Adviser

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa.

TA/PKJ

His boys address is "Lieut. J.W. Adams Harley. Letchworth Herts. (R.A. Force).

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36868

CANADA

Office of Housing and Town Planning Adviser

Housing Committee
of the Cabinet

Commission of
Conservation

Ottawa, June 6-19

Dear Sir:-

If this reaches you will you send Mr. Mackenzie King's European address to Mr. Thomas Adams at this address?

Yours faithfully,

Alfred Buckley

Secretary.

The Secretary

Hon. Mr. Mackenzie King.

Roxboro Apts Ottawa.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36869

CANADA

Office of Housing and Town Planning Adviser

Housing Committee
of the Cabinet

Commission of
Conservation

Ottawa, June 12th, 1919.

Dear Mr. Mackenzie King:-

I enclose letters received from Lord Leverhulme, Mr. George Cadbury and Mr. Edward Cadbury. I hope you may be able to see them. I have also received communications from the others to whom I gave you introductions, saying that they would be glad to give you any information they can.

I hope you are having a pleasant and instructive time. By the way, I am glad to inform you that my son has obtained his release and repatriation. I think Sir George Perley had something to do with this, and I am very grateful to him.

Yours faithfully,

Thos Adams

Town Planning Adviser.

Hon. W. L. Mackenzie King,
C3o High Commissioner for Canada,
19 Victoria Street,
London W. C. 1,
England.

TA:SD.
Encls.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

C O P Y

THE MANOR
THORNTON HOUGH,
Cheshire.

20th. May, 1919.

Thos. Adams, Esq.,
Office of Housing and Town Planning Adviser,
OTTAWA, Canada.

Dear Mr. Adams:-

I am much obliged for your letter of the 2nd., instant and if Mr. Mackenzie King pays us the honour of a visit to Port Sunlight we shall do our best to make his visit pleasurable and to give him as much information as we can in connection with our housing schemes.

Yours sincerely,

(Sgd) LEVERHULME

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

COPY

Bournville,

Birmingham,

May 19th, 1919.

Mr. T. Adams,
Office of Housing &
Town Planning Adviser,
Ottawa.

Dear Sir:

My son, Mr. Edward Cadbury, has handed me your letter; he is going away shortly for a few weeks.

I shall be delighted to see the Hon. W. L. MacKenzie King when he calls. It is an intense pleasure to do anything that will tend to the better housing of the people in a new country like Canada; prevention is so much better and so much easier than cure, which seems almost hopeless in an old country like England. Only the other day I saw a skilled Birmingham artisan working in his garden, and I asked him if a day's holiday; he said "no, I have been out of work for three months, and I am enjoying my garden, the fresh air, flowers, the sun and the birds". I said "What would you do with your time if you were living in the slums"(as he had done at one time). He said"I should be dead". This brought home to me the hopeless condition of men out of work living in a great city, with a small house, no comfort and no garden.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I do rejoice in the work uou are doing in Cabada. It is truly the Lord's work, for coming into touch with nature brings men into much closer touch with nature's God.

I would write Mr. MacKenzie King, but I have not his address.

Youss sincerely,

George Cadbury (sgd)

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

C O P Y

BOURNVILLE

Nr Birmingham

May 16th., 1919

Dear Mr. Adams:-

I am obliged for yours of May 1st., and shall be glad to give Mr. Mackenzie King any information that may be of service to him.

With kind regards.

Yours sincerely,

(Sgd) EDWARD CADBURY.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36874

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: OFFICE—MAIN 5610
RESIDENCE—NORTH 1327

GENERAL SECRETARY: W. H. ADAMS, TORONTO

THE GENERAL
REFORM ASSOCIATION
FOR ONTARIO

36 TORONTO STREET

Toronto, Feb'y 7th.1919.

Hon.W.L.MacKenzie King,
Blackstone Hotel,
Chicago.

Dear Mr King:-

At Sir Wilfrid's request I am undertaking the detail work in connection with the proposed formation of a Toronto and York District Liberal Association and the first step will be to have a meeting in my office later part of next week or the begining of the following week,of the candidates who contested the Toronto and York constituencies in the last Dominion and Provincial elections,for the purpose of first considering the proposal and in the event of a favorable decision to fix upon a suitable date for the convention.

Please advise me by wire what date will suit you best and it will be arranged to have the meeting on that date so that you may be present.If possible make it for the week of the I7th.and in the meantime please advise me of any change in your address.

With kind regards,believe me,

Faithfully Yours,

W. H. adams

W. H. ADAMS

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36875

The University Club of Chicago,
76 East Monroe Street,
Chicago, February 10, 1919

Mr. W. H. Adams,
Secretary, Ontario Reform Association,
36 Toronto Street,
Toronto, Canada.

Dear Mr. Adams:

I have received here this morning your letter of the 7th instant.

It will take me all of this week, and in all probability part of next, to complete the work on which I am engaged here. Then I have an engagement in Youngstown, Ohio, which will keep me the better part of a week, if not an entire week. I wish I could name a date in the week of the 17th on which I could be sure of being in Toronto. The best I can do at the moment is to suggest Monday, the 24th, as the earliest date on which it will be possible for me to be in the city. Even this I must do tentatively. By the middle of next week, I shall know definitely whether it will be later than that before I can get to Toronto. If I find such is likely to be the case, I shall write you just the moment I know.

I greatly appreciate your asking me to name a date, and I cannot too much regret, in view of your courtesy, that it is not possible to do more than make the tentative arrangement which this letter proposes.

I am glad you are undertaking the detail work in connection with the proposed formation of a Toronto and York District Liberal Association. I know with what enthusiasm you will undertake the work, and also with what careful regard for all essential considerations. I look forward with real pleasure and satisfaction to the consummation of the work.

With kind regards, Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36876 Form 1206

CLASS OF SERVICE DESIRED	
Telegram	
Day Letter	
Night Message	
Night Letter	

Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

Send the following message, subject to the terms on back hereof, which are hereby agreed to

Chicago, February 10, 1919

W. H. Adams,
Ontario Reform Association,
36 Toronto Street,
Toronto, Canada.

Have written suggesting February twenty-fourth.

Sorry cannot come earlier.

W. L. Mackenzie King.

PREPAID

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Liberal Party - Ontario

36877

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: OFFICE—MAIN 5610 RESIDENCE—NORTH 1327

GENERAL SECRETARY: W. H. ADAMS, TORONTO

THE GENERAL

REFORM ASSOCIATION

FOR ONTARIO

36 TORONTO STREET

Toronto, Feb. 24th, 1919.

Dear Sir:-

Attached herewith you will find a copy of the Treasurer's statement for the Association year extending from Nov. 16th, 1917 to Nov. 15th, 1918, and I will be pleased to supply any further information desired as far as possible. As a result of a decision of the Executive a general meeting of the Association was not held last Fall, and as one seems improbable till next Fall, I am therefore sending you the attached statement.

Faithfully yours,

W. H. Adams

GENERAL SECRETARY.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36878

TREASURER'S STATEMENT.

To the Officers and Members of the General Reform Association for Ontario.

GENTLEMEN:- As Treasurer of the Association I submit herewith my Financial Statement for the Association year extending from Nov. 15th 1917 to November 15th,1918.

RECEIPTS.

Balance on hand Nov. 15th,1917.....		$596.35
Membership Fees, Riding Associations.....	80.00	
" " Dominion M.P's.....	250.00	
" " Senators.....	75.00	
" " Ontario M.L.A's.....	500.00	
" " Elective Liberals.....	1850.00	
Contributions.....	2750.00	$6101.35

DISBURSEMENTS.

General Secretary's Department.....	5474.50	
Bank charges, Interest and Exchange.....	5.58	5480.08
Balance on Hand Nov. 15th,1918....		621.27
TOTAL.....		$6101.35

AUDITED AND FOUND CORRECT.

J.F.MacKay

Auditor

Toronto Nov. 15th,1918

Respectfully submitted.

A.E.Dyment.

TREASURER.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36879

TMe Roxborough,
Ottawa, February 25, 1919

Mr. W. H. Adams,
Secretary, Ontario General Reform Association,
36 Toronto Street,
Toronto, Ontario.

Dear Mr. Adams:

The Empire Club of Toronto has kindly invited me to address its members on Thursday, the 13th of March. If you think three o'clock on the afternoon of that day would be a convenient hour for a preliminary meeting to discuss the organization of the Yorks and Toronto, and that it would suit the convenience of others who should be present, I should be glad if you would arrange for the holding of a preliminary meeting on that date. If you think the time would be too short, or inconvenient for others, perhaps you would arrange it for Friday the 14th, either in the morning or the afternoon. Thursday, however, would be preferable so far as I am concerned, if it suits equally well the convenience of others.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36880

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: OFFICE—MAIN 5610
RESIDENCE—NORTH 1327

GENERAL SECRETARY: W. H. ADAMS, TORONTO

THE GENERAL
REFORM ASSOCIATION
FOR ONTARIO

Personal

36 TORONTO STREET

Toronto, March 5th,1919.

Hon. W.L.Mackenzie King,
The Roxborough Apts.,
Ottawa, Ont.

Dear Mr. King;-

Nothing definite has beem done re fixing that date. Our position, as an organization and my own personal position, are so unsatisfactory and uncertain, financially and otherwise, that I have felt compelled to submit the whole situation in writing to A.J.Young, the President, asking him to take some early action to meet the situation. No doubt he will communicate with the Executive,and you as a member of the same, will hear from him fully. Under the circumstances I feel somstrained to await results, which I trust will be of a satisfactory nature.

Faithfully yours,

W H Adams

GENERAL SECRETARY.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, March 10, 1919

Mr. W. H. Adams,
Secretary, General Reform Association for Ontario,
56 Toronto Street,
Toronto, Ontario.

Dear Mr. Adams:

I enclose a copy of a letter which I have sent to the Liberal candidates of the Yorks and Toronto in the last election.

In view of your letter mentioning that you would find it impossible to proceed with any preliminary meeting, I felt that this course alone was possible, were Sir Wilfrid's wishes, as expressed shortly before his death, to be carried out in accordance with what he had in mind.

As mentionlned in my letter, I am sure you will be glad to co-operate in any way in your power in permitting the candidates the use of one of the rooms in the Reform Association offices. If there is any question of authority, I am sure Mr. Young would be glad to grant the necessary authorization. After this meeting, we shall be in a better position to know whether it will be desirable to go ahead with the proposed organization, or whether such effort should be entirely abandoned for the present.

Yours very truly,

WLMK.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36882

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: OFFICE—MAIN 5610
RESIDENCE—NORTH 1327

GENERAL SECRETARY: W. H. ADAMS, TORONTO

THE GENERAL
REFORM ASSOCIATION
FOR ONTARIO

36 TORONTO STREET

Toronto, Mch 11th 1919.

Hon. W. L. Mackenzie King,
Ottawa, Ont.

Dear Mr King:-

Your letter of 10th to hand. You and the other candidates will be most welcome to the use of our rooms on the 14th inst.

I want to see You early that day, if convenient, and give You my reason for being unable to proceed with the calling of that meeting and I am sure You will appreciate my action after hearing them.

Faithfully Yours
W. H. Adams
General Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36883

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: OFFICE—MAIN 5610
RESIDENCE—NORTH 1327

GENERAL SECRETARY: W. H. ADAMS, TORONTO

THE GENERAL
REFORM ASSOCIATION
FOR ONTARIO

36 TORONTO STREET

Toronto, April 4th,1919.

Dear Sir:-

RE. TORONTO & YORK
LIBERAL CONVENTION.

A meeting of the General Committee in connection with the above convention has been called by the convenor, H.Hartley Dewart,K.C., M.P.P., for to-morrow Saturday afternoon the 5th instant, at 3.30 P.M., in this office. This will be our last opportunity to meet and it is desirable that there be a good attendance of the members of this Committee. If at all possible please attend this important meeting.

Faithfully yours,

W. H. Adams
Secretary Pro-tem

Hon. W.L.Mackenzie King
TORONTO.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36884

The Harvard Club of New York,
27 West 44th Street,
New York, May 14, 1919

Mr. W. H. Adams,
Secretary, Ontario Reform Association,
36 Toronto Street,
Toronto, Ontario.

Dear Mr. Adams:

I enclose, for your information, a copy of a letter I have just sent Mr. Howard Cane, the President of the North York Reform Association, which speaks for itself. Any co-operation of your office with the North York Association in arranging for the convention will, I am sure, be much appreciated.

In the event of the office issuing any forms or literature in connection with the choice of delegates, or other matters likely to be of theerest, I should be obliged if you would have copies mailed to me in care of the High Commissioner for Canada, 19 Victoria Street, London, S.W.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: OFFICE—MAIN 5610
RESIDENCE—NORTH 1327

36885

GENERAL SECRETARY: W. H. ADAMS, TORONTO

THE GENERAL
REFORM ASSOCIATION
FOR ONTARIO

36 TORONTO STREET

Toronto, May 22nd,1919

Hon. W.L.Mackenzie King,
C/o The High Commissioner For Canada
19 Victoria St.,
London S.W.,
ENGLAND.

Dear Mr.King:-

I have your letter of the 14th instant from New York enclosing a copy of a letter from you to Mr.W.H.S.Cane, President of the North York Reform Association, both of which have been carefully read.

Up to the time of writing I have not received any official request or instructions from Ottawa concerning the Dominion Convention, but should I be called upon, as is fully expected to co-operate in this matter you may depend upon it that I will very gladly comply with any request for assistance from the North York Reform Association.

Mr.Proudfoot officially requested me to-day to take charge of the arrangements for the Pro,vincial convention and I have agreed to do so. This of course will not interest you as much as the other.

Faithfully yours,

W H Adams

GENERAL SECRETARY.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

PRESIDENT: A. J. YOUNG, NORTH BAY

TELEPHONES: {OFFICE—MAIN 5610 / RESIDENCE—HILLCREST 6405}

GENERAL SECRETARY: W. H. ADAMS, TORONTO

36886

THE GENERAL

REFORM ASSOCIATION

FOR ONTARIO

36 TORONTO STREET

Toronto, June 19th,1919

Hon. W.L.Mackenzie King,

Ottawa,Ont.

Dear Mr.King;-

On Tuesday night, June 24th at 8 o'clock a meeting will be held in THE ONTARIO CLUB, 16 WELLINGTON STREET WEST,TORONTO of the Presidents and four appointed delegates from the six District Liberal Associations, which have been formed in the Province of Ontario in accordance with the general plan of organization as explained in the enclosed circular. This meeting will be for the purpose of organizing the Ontario Liberal Executive Committee by friendly arrangement with the members of the Executive of The General Reform Association for Ontario as explained in the marked sections of the circular.

Mr.A.J.Young, President of The General Reform Association for Ontario, has instructed me to invite the members of the Executive Committee of that Association to attend this meeting. The final composition of the proposed Ontario Liberal Executive Committee will be determined then.

In view of the importance of this meeting I am asked by Mr.Young to urge upon you, if possible, to attend and I trust you will find it convenient to do so.

Faithfully yours,

W. H. Adams

GENERAL SECRETARY

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36887

Liberal party - Ontario
Mr. King's Leadership
Liberal party

TORONTO & YORK LIBERAL ASSOCIATION

36 Toronto Street, Toronto.

Dec. 22nd,1919

Hon. W.L.Mackenzie King, M.P.,

Ottawa, Ontario

Dear Mr. King,-

I am instructed to advise you that as a result of representations from Mr. Louis Gurofsky and others, a meeting of representative Toronto Liberals was held in my office on Friday, the 19th instant, and adopted the following resolution,

" RESOLVED that this meeting request Mr. H.D. Ramsden, President of the Toronto & York Liberal Association to call a meeting of his Executive as soon as possible for the purpose of discussing an early date to arrange for the election of Officers and Organization in the ridings covered by this Association"

I have already written to Mr. Ramsden asking for the necessary authority to call this meeting and as Honorary Secretary of the Toronto & York Liberal Association I beg to suggest that your attendance thereat would be much appreciated. I am requested therefore to ask you to consider this suggestion, and if acceptable to advise me by return mail, if possible, of the most convenient date, possibly bearing in mind the occasion of the banquet to be tendered you at Newmarket early next month.

With kindest regards,

Faithfully yours,

W. H. Adams

HONORARY SECRETARY. W. H. ADAMS

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36888

Jan. 3rd, 1920.

W.H. Adams, Esq.,
Honorary Secretary,
Toronto & York Liberal Association,
TORONTO, Ont.

Dear Mr. Adams:-

I have your letter of the 22nd ultimo addressed to Mr. King relative to a proposed meeting of the Executive of the Toronto & York Liberal Association.

I understand from Mr. King that he is an officer of this association. I suppose he is free to be an honorary officer of any association, but I think it would be unwise for him to be an executive office of any association, because it would only be a basis for jealousis and unconfortable feelings here and there in the country.

At the time of writing, it will be doubtful if Mr. King will have much time to devote to meetings, as no doubt a great many will desire to meet him and fixed meetings will prevent this from being done.

Yours sincerely,

ANDREW HAYDEN

AH/EV.

Secy. Nat. Lib. Committee.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, 24th December, 1919

My dear Adams,

Mr. King has asked me to acknowledge the receipt of your letter of 22nd inst, re proposed meeting of Toronto & York Liberal Association.

The matter had already been taken up between Mr. King and Mr. Haydon, and your communication has been referred to Mr. Haydon to follow up.

Yours sincerely,

L u c i e n G i g u è r e

Private Secretary

Mr. W.H.Adams
36 Toronto Street,
Toronto. Ont.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ Mr King's Leadership of Lib. Party

✓ General Election 1917

✓ Liberal Party & the Press - Imm.

Lib. Convention 1919 - Constit.

36890

E-1100 V

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC.
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION
806 McARTHUR BUILDING
WINNIPEG, CANADA

August 25th 1919.

IN REPLY REFER TO NO._____

Hon. W. L. MacKenzie King,
Marlboro Apartments,
Ottawa, Canada.

My Dear Mr. King:

Herewith you will find enclosed copies of five telegrams and one letter together with code and interpretation of telegrams. There is also enclosed three photographs each of which I believe to be the original of the original telegram, translation and code, also photograph of letter. I hope that these will be of some service.

The Convention and your election to the leadership has been received with very general satisfaction here except by what I call the Tory element of the Liberal Party.

Fielding's article in the paper recently giving the old story about the platform being something to get in on amply justifies his defeat. I had a short talk with Dafoe the other day but did not have time to go into several matters I wish to speak with him about. He was anxious to talk and anxious to discuss the situation. As far as I can see his mind is open. His drift is unquestionably away from the present administration and I would say it is not likelyhe would retrace his steps.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

ADAMSON & LINDSAY

Hon. W. L. MacKenzie King. Aug. 25th 1919.

My view is that the action of the Free Press will depend very largely upon the course you indicate taking when you come West. We will look forward to your coming and will indeed try tomake your visit a success, and will give you the reception the leader of our Party deserves.

I intend seeing Norris and some of our friends in the near future and will write you the general attitude. Meantime, since coming back I have been very much engaged in my own business.

Yours faithfully,

J. E. Adamson

JEA/RB. J. E. ADAMSON

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36892

Copies of five telegrams and one letter, together with code and interpretation of telegrams.

Three photographs, each of which is the original of the original telegram, translation and code.

Photograph of letter.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36893

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM T. D. 28

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof which are hereby agreed to:

Winnipeg, Man. Dec. 5th 1917.

Mr. A. E. Blount,
Ottawa, Ont.

There has been a big row created here by E. H. Hutchings in reference to his son being conscripted. He offered to subscribe five hundred thousand dollars to Victory Loan provided his son was not conscripted. His son has been conscripted. He is now appealing to Judge Duff at Ottawa. You must see that no decision is made on this before election. We want to keep him in doubt until after election and then his conscription should be upheld or it will cause a small rebellion here. Please see proper people and have this matter arranged.

W. H. Sharpe.

Charge Union Government Committee.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36894

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM T. D. 28

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof which are hereby agreed to:

Winnipeg, Dec. 3rd 1917.

CODE 153.

Mr. J. G. Mitchell,

Ottawa, Ont.

See Minister Militia and arrange if possible return of Lieutenant F. S. Fowler Forty-three Canadians now wounded in Royal Victoria Netley, home to convalesce. Explain this very important. Two other brothers at war.

Arthur Meighen.

Charge Union Govt. Committee.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36895

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM T. D. 2B

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof which are hereby agreed to:

Winnipeg, Man. Dec. 3rd 1917.

Hon. Dr. Reid,
Ottawa, Ont.

Mr. Crerar and myself think order you wired us unnecessary Western Canada and better not published. If some such action deemed necessary have military representatives instructed to so define to appeal judges governments attitude.

Arthur Meighen.

Charge Union Govt. Committee.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36896

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

FORM T. D. 2B

TELEGRAM

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof which are hereby agreed to:

Winnipeg, Man. Dec. 4th 1917.

Senator Tanner,
Halifax, N. S.

W. J. Tupper received a telegram from your assistant secretary and in reply would say please allot all unattached votes equally among the following constituencies: Provencher, Springfield and Selkirk for the Province of Manitoba, and in Saskatchewan, Saltcoats, North Battleford, Prince Albert, Swift Current and Humboldt. This will assist us greatly.

W. H. Sharpe.

Charge Union Govt. Committee.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THE PRESIDENT'S OFFICE

BRANDON COLLEGE

BRANDON, MANITOBA

36897

January
Ninth
1 9 1 8.

Senator W. H. Sharpe,
316 McIntyre Block,
Winnipeg, M a n.

Dear Senator Sharpe:

Following up our conversation over the telephone yesterday, I want to refer more directly to Lieut. Moiseley's case. In the first place let me say that Mr. Moiseley rendered exceptionally valuable service as City Organizer and Secretary of our Union Committee. I believe him to be a man of magnificent spirit and fine ability.

As a result of his securing additional "leave" his four months period has already expired and, as I understand the case, he will according to Military regulation run the risk of loosing his Seniority on returning Overseas. You of course know much more about this regulation than I do, but I have been told that more than four months out of England means that a man in some respects has to begin over again upon returning. I do not see why Mr. Moiseley, shortly after going back to England or to the Front, should not receive his Captaincy. You will, of course, understand that neither he nor any one else has suggested this to me.

Permit me to congratulate you as one of our Union Committee for Manitoba upon the splendid work accomplished preceding and during the Campaign. Certainly the results were fine and I am naturally a little proud of the Brandon Constituency, in view of the showing here.

In your judgment, what is the best way of handling good cases for Exemption in view of the demand of Greater Production and the scarcity of Farm Labor? I am naturally being pressed on every side.

Hoping to see you in the not distant future and with kind regards, I remain,

Sincerely yours,

Howard P. Whidden

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Presidents Office.

BRANDON COLLEGE

Brandon, Manitoba.

January
Ninth
1 9 1 8 .

Senator W. H. Sharpe,
316 McIntyre Block,
Winnipeg, Man.

Dear Senator Sharpe:

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In your judgment, what is the best way of handling good cases for Exemption in view of the demand of Greater Production and the scarcity of Farm Labor? I am naturally being pressed on every side.

Hoping to see you in the not distant future and with kind regards, I remain,

Sincerely yours,

"Howard P. Whidden."

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Liberal Party & the Press 36899

Sir Wm King's Speaking Tour Oct 1920

Laurier Liberals & Unionist Liberals

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC.
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION

806 McARTHUR BUILDING

WINNIPEG, CANADA

Sept. 24th 1919.

IN REPLY REFER TO No._____

Private and confidential

Hon. W. L. McKenzie King,

Ottawa, Canada.

Dear Mr. King:

I have neglected to write you since coming back in regard to several matters which you discussed with me when I was in Ottawa.

In the first place you will remember you asked me if opportunity occurred to make certain statements to Mr. Dafoe in regard to yourself. A short time ago an opportunity did occur and I gave him your message. Of course, with men like him when it comes down to the fine point the great objection is not that you did not go to War but that you were Liberal in 1917. Mr. Dafoe is very friendly to myself and indicated a kindly feeling towards yourself, but there is no question about it as far as I can gather, he has been captured to a very large extent by Mr. Borden. His close contact with Borden during his stay in Paris unquestionably had its effect, and I am inclined to think that so long as there is a vestige of Union Government left and headed by Borden that the Free Press will support it.

The fact that A. L. Sifton is still in the Government is bound to affect the Free Press. If Borden was out and Sifton was out and it went to old party lines I don't think that the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Hon. W. L. McKenzie King, Sept. 24th 1919.

Free Press could possibly support the reactionaries.

Taking it all in all I think that the Free Press is likely to follow an independent course with strong leanings towards the Union Government.

I am afraid that our friends connected with the local Government are not as enthusiastic in standing behind the Convention as they should be. You are aware that they have a local election coming off here next Spring. They are not at all easy anyway and are openly of the opinion that close alliance between themselves and the Federal Liberals would injure them in their Provincial Campaign. I do not agree with them of course but that is the attitude they take. Consequently they are anxious that the Dominion Liberals should not become too active as they realize that standing aloof might also injure them.

I had a conversation with Mr. Hudson a short time ago and he thinks that your trip here should be made a very quiet affair. I do not agree with him, I think that something should be done immediately. The Grain Growers are moving rapidly in Saskatchewan and Alberta. There is grave danger that they may move here. Unless we are alive the same thing will occur all over the West which is occurring in Assiniboia. They will get in the field and leave us to be the intruders. What is your opinion as to holding a Convention and getting candidates in the fields where we are anxious to fight? Is it too early? When do you think there will be an election?

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

Hon. W. L. McKenzie King. Sept. 24th 1919.

When is it likely your trip will be here? You no doubt have ideas and I would be glad if you would indicate what sort of a programme would be most agreeable to you.

I wrote you some weeks ago enclosing certain photographs and documents. I have not had any acknowledgment so hope they have not gone astray in the mail.

Mr. Motherwell of Saskatchewan was here yesterday and the local Government there seem to be just about as lethargic as they are here in regard to Federal politics.

Best regards, I am,

Yours faithfully,

J.E. Adamson

J.E. ADAMSON

PS I will be in Ottawa in a month on a Supreme Court appeal and will see you J.E.A.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

Private and
Confidential

The Roxborough,
Ottawa, September 27, 1919

Mr. J. E. Adamson,
806 McArthur Building,
Winnipeg, Manitoba.

Dear Mr. Adamson:

I was shocked and surprised to learn from your letter of September 24th, just received, that no acknowledgment had gone to you of the letter you sent some weeks ago, enclosing certain photographs and documents, which were duly received. I was under the impression that I had immediately written to thank you, and were it not that my secretary says he is unable to find any record in his notes of my having done so, I would strenuously maintain that I had. I am exceedingly sorry for the oversight, which I assure you has been due wholly to the great pressure of work I have been under ever since the Liberal Convention. I hope you will forgive me.

As I am leaving in the morning for the Maritime Provinces, I shall not write more at the moment, except to thank you for both your letters, and the information they convey. When you are in Ottawa, attending the Supreme Court, I shall hope to see you and to have opportunity of a good long talk. By that time, I shall know better than I do at the moment what may be possible in the way of ~~a western~~ trip this year. The Government having fixed the bye-elections as late as October 27, naturally has raised a question in my mind as to whether I should attempt to go west as late as the middle of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

November, which would be the earliest it would be possible for me to get away. That, however, is something on which I have an open mind, and shall be glad to be advised by my western friends.

I have no hesitancy in saying that it seems to me in every way desirable, in view of the trend which the Grain Growers' movement is taking, for the Liberals to get candidates in the field at as early a date as possible. No doubt our friends will see the wisdom of selecting as candidates, wherever possible, the persons who are likely to be persona grata to the Farmers. While it is impossible to say when an election may be called, there are distinct advantages, I think, in keeping the Liberal standard and the Liberal platform before the electorate, and avoiding, in particular, the danger you express of Liberal candidates being placed in the position, later on, of being intruders, so far as the Grain Growers movement is concerned.

With kindest regards,

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36904

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC.
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION
806 McARTHUR BUILDING
WINNIPEG, CANADA

IN REPLY REFER TO NO._____

Oct. 10th 1919.

The Hon. W. L. McKenzie King,
House of Commons,
Ottawa, Canada.

Dear Mr. King:

I understand that the Winnipeg Telegram is for sale. The purchase price is said to be $75,000.00. Davidson & Smith of Port Arthur are the owners. They are said to have paid $100,000.00 to Rogers for it and it is said to be losing $15,000.00 a month.

As to these statements I only know what has been told me by a gentleman who came to me with a view to having it taken up by the Party.

I am afraid the prospects of raising money for any purpose of that nature here are almost negligible. Are there any prospects of such being done in the East? Matters are in a bad state here and I am afraid will be until we have a paper. I do not know anything about the paper game but it seems to me that if properly handled it should be possible to make it carry itself at least.

Yours faithfully,

JEA/RB.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36905

The Roxborough,
Ottawa, October 21, 1919

Mr. J. E. Adamson,
Adamson & Lindsay, Barristers,
606 McArthur Building,
Winnipeg, Manitoba.

Dear Mr. Adamson:

I thank you for your letter of October 10 with reference to the Winnipeg "Telegram".

I shall talk with you of this matter when you are in Ottawa. Meanwhile, I am sending this note as an acknowledgment of your letter.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36906 Ivory - Elections - Assiniboia
Thompson Farey - Sask

CANADIAN PACIFIC R'Y. CO.'S TELEGRAPH

TELEGRAM

FORM T. D. 25

CABLE CONNECTIONS TO ALL PARTS OF THE WORLD

J. McMILLAN, Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof which are hereby agreed to:

Ottawa, October 15, 1919

J. E. Adamson,
606 McArthur Building,
Winnipeg, Manitoba.

If possible, would be pleased if you could give our candidate in Assiniboia a meeting or two. Richard Forsyth, Oxbow, is managing campaign. Better communicate direct with him if possible to assist.

W. L. Mackenzie King.

D. H.
Pass No. 262

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ By-Elections - Assiniboia 36907
Progressive Party - Sask.

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC.
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION
806 McARTHUR BUILDING
WINNIPEG, CANADA

IN REPLY REFER TO No._____

Oct. 17th 1919.

Hon. W. L. McKenzie King,
Ottawa, Canada.

Dear Mr. King:

I have just received your lettergram of the 15th inst. in regard to Assiniboia campaign. I greatly regret that I am unable to get away at the present time. I have to go to Ottawa in connection with a case before the Supreme Court and am expecting a message any day requiring that I leave here. Under these circumstances you can understand it is quite impossible for me to go West and make engagements for the future.

I am glad to hear that Mr. McMaster and others are coming up from the East. It will indeed be a good thing if this so-called Farmers' Candidate can be beaten.

With best regards and hoping to see you soon, I am,

Yours faithfully,

J. E. Adamson

J. E. ADAMSON

JEA/RB.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36908

The Roxborough,
Ottawa, October 23, 1919

Mr. J. E. Adamson,
Adamson and Lindsay, Barristers,
806 McArthur Building,
Winnipeg, Manitoba.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge and thank you for your letter of the 17th instant, with regard to the Assiniboia campaign.

Mr. King looks forward to having a talk with you when you are in Ottawa,

Yours very truly,

(J. A. McGregor)

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ Liberals + Progressives
✓ Liberal Party + Tariff
✓ Liberal Party - Publicity

36909

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC.
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION
806 McARTHUR BUILDING
WINNIPEG, CANADA

Nov. 9th 1919.

IN REPLY REFER TO No._____

The Hon. W. L. McKenzie King,
House of Commons,
Ottawa, Canada.

Dear Mr. King:

One of the staff of the Grain Growers' Guide was in to see me to-day in connection with a proposal on their part that the Liberal Party carry advertizing of say a page in the Christmas number of the "Guide." I believe that other party organizations are taking advantage of this opportunity. I know the Norris Party are advertizing in their own interest and also the local Conservative Party and some attempt has been made by the Dominion Conservatives to advertize also although they are at a loss for the moment for a platform which makes advertizing difficult. It appears to me an excellent opportunity to get the Liberal Platform fairly and squarely before a very large number of people who are in sympathy with it but who are being misled. Advantage might be taken of it to show the absolute and imperative necessity of farmers working in unison and harmony with the Liberal Party. They have 75,000 or more of a circulation all of which practically go into farm homes.

As far as I can see at the present time there is no doubt about the desire on the part of a good many of the leading spirits to co-operate with the Liberals. The fact that many people in the country do not understand the situation

Received Nov. 17.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Hon. W. L. McKenzie King, Nov. 9th 1919.

may tend to prevent them from doing so.

When I was in Ottawa, John A. Stevenson was good enough to present me with a small volume by a man named Good called "Protection and Taxation in Canada." I am writing him to-day asking him to let you have a copy if it is not already in your hands. It contains some ideas and arguments which might well be adapted in an article on the Liberal Platform.

I have no doubt you are very busy and your time is pretty well occupied and it may be that you are unable to give a matter of this kind your personal attention. If you are I am sure Stevenson would be glad to write a short dissertation from a satisfactory point of view on the Liberal Platform and yourself as Leader under your supervision and subject to your approval.

Of course in writing to you I am ignoring cost; that is a thing which the Party would have to arrange for. A page in the"Guide" would cost I believe about $288.00.

In such an article the chief subject would probably be the Tariff. The only exception that has been taken to the Liberal plank is that it does not contain a declaration of principle. The Free Press and the Guide and various other papers in the West say that there should have been a pronouncement against anything but a revenue Tariff, that is, against the principle of protection. My own view is that the Tariff is vicious as a means of collecting Taxes and that any merit it may have is owing to the protection it may render, though that

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

The Hon. W. L. McKenzie King, Nov. 9th 1919.

is to be disapproved of too in my judgment. Now these journals in denouncing the principle of protection inferentially at least and often expressly approve of the Tariff for revenue purposes. I think a strong point could be made against this position.

You will pardon my writing you at such length but it seems to me it is a matter which deserves some consideration.

Best regards, I am,

Yours faithfully,

J.E. Adamson

JEA/RB.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36912

V

The Roxborough,
Ottawa, November 20, 1919

Mr. J. E. Adamson,
806 McArthur Building,
Winnipeg, Manitoba.

My dear Adamson:

On the strength of letters received from Mr. MacMillan and yourself, I have, after conference with one or two of our friends here, arranged to take two pages of the Grain Growers' Guide for the purpose of setting forth the Liberal platform in the Political Outlook Number.

I spoke to Stevenson about preparing the article, but after thinking it over, he felt that, as he was the representative of the Grain Growers, he might possibly be put in a false position were he also to write for the same publication as a Liberal correspondent. I fully understand and appreciate his position. Between now and the end of the week, I shall see that the article is prepared from some other source.

With kind regards,

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36913

The Roxborough,
Ottawa, November 22, 1919

Mr. J. E. Adamson,
806 McArthur Building,
Winnipeg, Manitoba.

re "Grain Growers' Guide"

Dear Mr. Adamson:

I enclose a copy of a letter I have just sent Mr. S. G. Abel, of the "Grain Growers' Guide", which speaks for itself. If you can give this matter attention, I shall be greatly obliged.

As mentioned in a previous letter, we have taken two pages of the Political Outlook Number, on the recommendation of Mr. McMillan and yourself.

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36914

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION
806 McARTHUR BUILDING
WINNIPEG, CANADA

IN REPLY REFER TO NO._____

Nov. 25th 1919.

The Hon. W. L. MacKenzie King,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

I acknowledge with thanks yours of the 22nd inst. in regard to Grain Growers' Guide article enclosing your letter of the 22nd inst. to W. G. Abel.

I will be pleased to do anything I can in connection with this matter. I will go over the proofs carefully and will do all I can to see that the article is made attractive in accordance with your wishes.

Yours faithfully,

JEA/RB.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36915

ADAMSON & LINDSAY
BARRISTERS, SOLICITORS, ETC.
J. E. ADAMSON
GORDON C. LINDSAY

CABLE ADDRESS: "ADAMSONS"
CODE: WESTERN UNION
806 McARTHUR BUILDING
WINNIPEG, CANADA

IN REPLY REFER TO NO._____

Dec. 15th 1919.

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

Dear Mr. King:

Re Grain Growers' Guide.

I have seen the political number of the Guide and have read your advertisement which you have caused to be put in. I think it is very good and shows up in comparison with the others very creditably. I hope that you are satisfied with it.

Best regards, & Christmas wishes

Yours faithfully,

J E Adamson

JEA/RB.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, 19th December, 1919

My dear Adamson,

I am glad you are pleased with the Liberal advertisement in the Grain Growers Guide. I have not as yet seen the political Number, but I am glad to have your assurance that our contribution shows up well by way of comparison with others.

Heartily reciprocating your good wishes for Christmas and the New Year, I remain

Yours very sincerely,

Mr. J.E.Adamson
806 McArthur Building,
Winnipeg. Man.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Mr. King + a seat in Parliament
Prince ✓

36917

(1919)

X-1303-✓

TO

The Honourable W. L. McKenzie King,

Ottawa.

AND

To the National Liberal Organization Committee,

Ottawa.

We, the Executive Committee of the Liberal Association of Prince County, Prince Edward Island, believe it would be in the interests of the Liberal party of Canada for Mr. King, our leader, to accept the nomination for Prince County in Prince Edward Island for the forthcoming election, in the constituency at present represented by him in the House of Commons, rather than the nomination for North York in the Province of Ontario, for the following reasons, namely:-

1. The law enacted in 1919 makes it illegal for a member to accept nomination for two constituencies. The practice, commonly followed by the Leaders of the great political parties in former elections, of contesting two constituencies at the one time, is no longer possible. This circumstance could hot have been known to Mr. King or the members of the Liberal Party at the time he accepted the nomination in North York; nor was it known to the Liberals of Prince Edward Island at the time Mr. King was elected as their representative. The law was not enacted until after Mr. King was returned to Parliament. This is a circumstance of even greater concern

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

to the Liberal Party as a whole than to Mr. King personally, and in the Party's interest, now that a general election has been announced, full account should be taken of it, on behalf of the Liberals of all the Provinces, by the National Executive, as well as the electors in the constituencies concerned.

2. It is important that the time of the Leader of the Liberal Party should, as completely as possible, be at the disposal of the Party as a whole throughout the contest. The Liberals of Prince County are prepared to say that, if Mr. King will give in all two meetings in Prince County, they will not make any larger demand on his time throughout the campaign, but will leave him free to devote his energies to the Party's interests in parts of the Dominion where his services may be most needed.

3. A contest in North York between Mr. King, as Leader of the Liberal Party, and Mr. Burnaby, as head of the Farmers' organization in Ontario, could hardly fail to create, throughout the Dominion, an entirely false impression as to Mr. King's attitude toward the several democratic groups that are opposed to the present Administration. Mr. King has consistently taken the position that there should be co-operation, and not conflict, between the Progressive and Liberal forces of the country. He gave expression to this attitude, when chosen Leader of the Liberal Party, by positively declining to accept the Liberal nomination in Glengarry County, in Ontario, in opposition

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

to a Farmer candidate, in the event of the Farmers of that riding placing a candidate in the field before the Liberal nomination was formally extended to him. The circumstance that it is Mr. Burnaby who has entered the field against Mr. King, and not Mr. King who has entered the field against Mr. Burnaby, would not be appreciated by the electors of the Dominion once the campaign gets under way. The impression would certainly go forth that Mr. King was as interested in fighting the Farmers as he is in fighting the reactionary Tory forces under Mr. Meighen's direction. Moreover, there is always the possibility of statements being made by Mr. King's supporters and agents for which he would be held responsible. Were the Liberal candidate in North York to be someone other than Mr. King, the responsibility and consequences of utterances of the kind would have quite another significance.

4. Since Mr. King did not enter the field against the Farmers' representative, but only against the Government's candidate, the Liberals of Prince County would not suggest the withdrawal of a Liberal candidate from the field in North York, but only the substitution, under the circumstances, of some other suitable Liberal candidate in Mr. King's stead, leaving Mr. King free to enter the riding to support whoever may be chosen, but freeing him from the necessity of devoting the time which in his own interest would otherwise be expected of him in a campaign as the Liberal candidate in that riding.

We therefore humbly submit,

for these and many other reasons,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

in the interest of the great Liberal Party of Canada as a whole we deem it advisable for Mr. King to accept the nomination for Prince County in the forthcoming General election.

East Prince Liberal association
Robert Agnew President
Morley M. Bell Secretary
West Prince Liberal association
Peter H Pate President
A J Matheson Secretary

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36921

Ottawa, September 5, 1919

Dear Mr. Agnew:

I sent to Mr. Pate last night the following telegram in reply to the one received from Summerside a few moments before:

"I have just received the wire so kindly sent by Mr. Matheson, Mr. Agnew, Mr. Bell, and yourself, informing me that I have been honored by the Liberals of Prince County with their unanimous nomination to contest the constituency of Prince at the forthcoming by-election. Will you please convey to members of the Liberal Party of Prince County my heartfelt appreciation of this expression of their confidence, and assure them that it is with the greatest pleasure I accept the nomination."

May I add this further word of acknowledgment of your kindness as one of the senders of this message, and repeat how very greatly honored I feel by the confidence of my Liberal friends in Prince.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I shall rely upon you gentlemen keeping me informed as to the wishes of my friends in matters pertaining to the by-election. To the utmost of my powers, I shall seek to be at your service.

Yours very sincerely,

Mr. Robert Agnew,
President, East Prince Libaral Association,
Summerside, P.E.I.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36923 ✓

Dictated en route to Ottawa,
October 5, 1919

Dear Mr. Agnew:

During my visit to the Island, I received so much in the way of kindness from so many friends, and particularly from members of the Executives of the East and West Prince Liberal Associations, that it is going to be impossible for me to attempt to convey the thanks I should like to send.

As the claims upon my time render impossible the writing of many letters, I am sending this line to you, as President of the East Prince Liberal Association, just to express anew my grateful appreciation of all the hospitality and kindness extended to me upon this memorable visit. May I trust to you letting our friends know how much I have appreciated all their kindness.

I shall never forget the wonderful meeting at the Crystal Rink at Summerside, nor your kind words of introduction to that vast audience. The

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

scene and all of its associations will be vividly before me as long as memory lasts. To one and all, please express my grateful thanks.

With warm personal regards,

Believe me,

Yours very sincerely,

Mr. Robert Agnew,
President, East Prince Liberal Association,
Summerside, P. E. I.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36925

By-Elections - Prince

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A. LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO. D. PERRY, GENERAL MANAGER

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

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

W 536

164 MO MA 2319 EXTRA

SUMMERSIDE PEI 315 PM 20

W L MCKENZIE KING 302 (OCT. 20, 1919) 616102 100

LEADER LIBERALS PARTY OTTAWA ONT

NOMINATIONS CLOSED ACCLAMATION CONGRATULATIONS

ROBERT AGNEW

PRES EAST PRINCE MORLEY BELL SECY EAST PRINCE PETER PATE PRES WEST PRINCE A J MATHIESON SECY WEST PRINCE

(ROBERT AGNEW)

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36926 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, October 20, 1919

Robert Agnew, President,
Morley Bell, Secretary, East Prince,
Peter Pate, President, H. J. Mathieson, Secretary,
West Prince Liberal Associations.
SUMMERSIDE, Prince Edward Island.

Your welcome message just received. Please convey to the electors of Prince County my grateful and heartfelt thanks for electing me by acclamation as their representative in the House of Commons. I prize quite beyond words this highest expression of public confidence. It will be both my duty and pleasure at all times to safeguard and to further the interests of the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36927 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

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To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

constituency and to uphold in Parliament the rights of all its electors. Be assured I shall do my utmost in our country's service to prove worthy of this great trust.

W. L. Mackenzie King.

Charge to
W. L. Mackenzie K.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 31, 1919

Mr. Robert Agnew,
President, East Prince Liberal Association,
Summerside, P. E. I.

Dear Mr. Agnew:

I have just received from the Post Office Inspector at Charlottetown the enclosed notice calling for tenders for carrying the mails on Wellington Station Rural Route No. 1. No doubt other copies have been duly posted in the district concerned, but I am sending this on to you, as President of the East Prince Liberal Association, for whatever action, if any, may be deemed necessary.

With kind regards,

Believe me,

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

2/ I was a very young boy.

When the campaign of 1917 opened I went to him at his house to ask him a question that troubled me. I said, "Sir, is it your intention to adequately reinforce the Canadian Corps's." I had left it not long before- owing to certain pressure- and it was naturally uppermost in my thoughts. The Chief said, "Frank, my boy, if I come back

36929

GLENORAH
450 DALY AVENUE,
OTTAWA.

Sept 8th 1919

Dear Mr. King-

As a member of the rank and file of the liberal party, I wish to renew to you, as our new leader, my loyalty to the party.

Sir Wilfrid was not only my political leader, but he gave me the privelege of his friendship and advice ever since

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36930

to power the reinforcing of the men in France will be carried on to yours and to everybody's satisfaction." He also added that I would do well to "grease my boots" as an election was surely coming. I needed nothing further and forthwith "greased my boots" and subsequently took my share of undeserved abuse that all the "faithful" had to endure. And today it is one my proudest recollections that I wholeheartedly did my mite in support of the Chief and the party.

I believe that you, sir, are endowed with a full understanding of Sir Wilfrid's policies, and that you will carry them on, and, as a private in the ranks of the party I wish to assure you of my loyal support.

Believe me, sir,

Yours sincerely,

Frank Ahearn

The Hon W. L. Mackenzie King.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 11, 1919

Mr. Frank Ahearn,
"Glenorah",
450 Daly Avenue,
Ottawa.

My dear Ahearn:

Let me thank you very heartily for the kind note of congratulations which I received from you a short time ago. You will understand, I am sure, the circumstances which have made it difficult for me to send an earlier acknowledgment.

I thank you very heartily for the expressions of confidence and good-will which your letter contains, and I am also deeply grateful for its assurances of your cordial support. Your father was one of Sir Wilfrid Laurier's most deeply valued and trusted friends. This friendship Sir Wilfrid was pleased also to share with you. You and I are of a younger generation. In assuming, with the handicap of youth and inexperience, the duties which Sir Wilfrid discharged so easily, it is deeply gratifying to me to have assurances of support from sources upon which he relied; and for this, not less than because of your kind thought in writing, I experience a real pleasure and satisfaction in the letter you have so kindly sent to me.

With all good wishes,

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36932

TELEPHONE Nos. 1260, 1261, 1262 } REGENT.
TELEGRAMS, STAFFORD HOTEL, LONDON
E. F. COCCIOLETTI
Proprietor.

STAFFORD HOTEL,
ST JAMES'S PLACE,
LONDON, S.W.

7. July 1919

Dear Mr. King

I heard a day or two ago that you were staying at this hotel and I am wondering if you have five minutes to spare at any time if you would be kind enough to come in & see me for my sailing today being No. 40 in the queue (as you have been accustomed) as I am most anxious to send a message to Mrs and Miss Fowler at Peterborough. I know they are friends of yours and you may have heard my name as my dear Colonel Dickson - married Katherine

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36933

TELEPHONE Nos. 1260, 1261, 1262 } REGENT.
TELEGRAMS, STAFFORD HOTEL, LONDON
E. F. COCCIOLETTI
Proprietor.

STAFFORD HOTEL,
ST JAMES'S PLACE,
LONDON, S.W.

Forbes. It would be most kind of you to take their message - if not to remember - and I would greatly appreciate it: I hope to be in this evening - in case you are free - but would be very glad to see you at any time.

Yours sincerely
A. K. C. Aitken

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Permanent address:
The Roxborough
Ottawa, Canada

Dictated on the "AQUITANIA",
July 15, 1919

Mr. Carroll Aikins,
Naramata, B. C.

Dear Mr. Aikins:

While in England, I learned from my friends, Mrs. James Carruthers (nee Violet Markham) of Tapton House, Chesterfield, and Lady Markham, of Newstead Abbey, that a near relative of theirs was to be married some time in July to Mr. Burke, and that shortly after their marriage, Mr. and Mrs. Burke were intending to leave for Canada, to settle somewhere in the Okanagan Valley.

Your mother, Mrs. Aikins, whom I had the great pleasure of meeting at the Stafford Hotel in London, said she was sure you would not mind my saying to Mrs. Carruthers and Lady Markham that, in the event of Mr. and Mrs. Burke seeking to get in touch with you when they come to British Columbia, you would be willing to give them the benefit of your counsel and advice concerning any properties which they may think of purchasing. My understanding is that they intend to purchase a fruit farm, and to start life in much the same way in which you and Mrs. Aikins commenced some years ago.

I am sorry that I have met neither Mr. Burke nor the young lady whom he is about to marry, and therefore cannot speak personally of either of them; but I know very well both Mrs. Carruthers and Lady Markham, and am sure, from what they have told me, that you would enjoy coming to know both Mr. Burke and his bride, and that they would be deserving, and not unappreciative, of any suggestions or advice you might be kind enough to give them. If, therefore, you should hear from Mr. Burke in the course of the next couple of months, I trust you will permit this letter to serve as anintroduction. Personally, I shall be very grateful for any attention you may find it possible to show these relatives of my friends.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

You will, I am sure, be amused when I tell you that your mother and sister, and Miss White, had their suite at the Stafford Hotel, almost adjoining the one my secretary and I had together. We came away last Saturday, and they took over our suite, two rooms of which we had been relieved of by other guests in the Hotel. Both Mrs. and Miss Aikins seemed very well, and I enjoyed exceedingly the pleasure of making their acquaintance and the talks we had together.

I hope you and Catherine and the young people are all well and doing well. I had a letter or two from Colonel Foster while abroad, and am now anxiously awaiting the pleasure of seeing him and Mrs. Foster again. I hope when you are next in Ottawa I shall have the pleasure of seeing a little more of you both than on previous occasions.

With kindest remembrances and regards,

Believe me,

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36936

REKADOM
NARAMATA, B. C.

Dec. 3rd/19

Dear Mr. King -

Katherine & I are both delighted at your nomination to the leadership of your party & much you enjoy success in the great task ahead.

Although I personally, am a Tory of the deep-rooted & quite unthinking sort, I cannot but feel that we are extremely lucky to have you leading the Opposition, & hope that you may be able to wean the Government away from the "big interests" & by fair dealing with all classes establish economic peace. To this great end, whether in power or opposition, please believe me that our most sincere good-wishes attend you.

We shall be delighted to meet the Banks, & hope that

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36937

REKADOM
NARAMATA, B. C.

plans have not miscarried, & that
they have not passed us by.
We should like to guide them
through these dangerous parts.
The guggly has gone but the
real-estate man (alas!) is always
with us.

With renewed congratulations
& good wishes

Yours sincerely

Harold Adkins

To/ The Hon. W. L. Mackenzie King
The Rotherwick Apts.
Ottawa Ont.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 11, 1919

Mr. Carroll Aikins,
Rekadom,
Narsmata, B. C.

My dear Aikins:

I appreciate exceedingly the kind congratulations from Mrs. Aikins and yourself, conveyed in your letter just received. You may be sure I shall do my utmost to retain the confidence you have so generously expressed, though no one could be more conscious than I am of his many limitations for the important task assigned.

Colonel and Mrs. Foster will be with you when this letter is received. Please give them my affectionate remembrances, and say to them both that I miss them greatly. They will be interested in knowing that my trip to Prince Edward Island was a delight in every respect, and that it looks as though I might be returned unopposed.

I have heard nothing further of the Burkes since I wrote you. Whether they changed their minds about getting married or about coming to Canada, I cannot say. I appreciate none the less the promise of your good offices on their behalf.

I look forward to hearing from the Colonel and Mrs. Foster of both you and Katherine on their return, and of the little family growing up about you. To one and all I send the best of wishes.

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

CLARE BROS. & CO. LIMITED
PRESTON, Ont.

Stouffville, Ont. Jan 14 1919.

36939 L

Hon. W. L. Mackenzie King,
Ottawa, Ont.

My Dear Friend, — Saturday last I received by post, from Thomas Allen, a copy of your book "Industry and Humanity." I have already read the first two hundred pages, and have found intrest in every page. I am sure your book will be a real service, towards adjusting Industry along correct lines, as well as lettering the conditions of Humanity.

In closeing allow me to say how very much I appreciate your remembering me with a copy of Industry and Humanity. Believe me my Dear King to be

Yours Sincerely
J. B. Aitchison

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36940

Hon W. L. Mackenzie King
Ottawa, Ont.

My Dear King — Have just heard results of deliberations of Liberal Convention, allow me to offer you my sincerest and whole hearted Congratulations, your responsibilities will be many but I have every confidence that you will rise equal to them, and bring honor and lustre to your Country and Liberalism. Let no influence cause you to loose sight of the common weal of Canada and her Citizens.

Yours Very Sincerely
J. Dare Aitchison

Stouffville, Ont.
Aug. 8th 1919

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, September 1, 1919

My dear Aitchison:

May I add a personal note to the letter I have already sent you as Secretary of the Stouffville committee, to thank you for the very kind message of congratulations which came from yourself immediately after my selection as Leader of the Liberal Party.

I appreciate exceedingly this renewed expression of your friendship and confidence, for both of which I am deeply grateful. Nothing has given me more happiness than the generous assurances of good-will which have come from yourself and other good friends in North York.

You will understand, I am sure, the circumstances which have made it impossible to send an earlier acknowledgment.

With kind regards,
Believe me, as always,
Yours very sincerely,

Mr. J. D. Aitchison,
Stouffville,
Ontario.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36942

Stouffville, Aug. 9th,1919.

Hon. W. L. Mackenzie King,
Ottawa,
Ontario.

Dear Mr. King:-

On behalf of the Liberals of Stouffville, who have ever remained true to the cause of Liberalism,and whose admiration and esteem for you knows no bounds, we beg to ask, and sincerely trust, that you will grant our request, that we may have the honor and privelege, of tendering to you a Banquet in our town.

We are anxious, and feel from our past record, that we have a right to lay claim, that it is in Stouffville you should, as our next Chieftian, make your first appearance in historical North York.

The time and date we leave for you to decide, but be well assured, we are much in earnest when we say we wish to do you honor, and trust you will grant us the privelege we ask at the earliest opportunity. Believe us, dear Mr. King, to be

Yours very sincerely,

FILE under J.D. AITCHISON

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Jas. A. Balchiff
Ira Fell
F. J. Dales
W. J. Mather
W. H. Shaw
T. W. Silvester
H. Madill
J. Stein
J. B. Saunders
Benj. Baxter
W. A. Scraggs
J. D. Aitchison
Secy of Committee

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, August 18, 1919

Mr. J. D. Aitchison,
Secretary, Liberal Banquet Committee,
Stouffville, Ontario.

My dear Aitchison:

I have received the letter signed by yourself and other of our friends in Stouffville, in which, on behalf of the Liberals of Stouffville, you do me the honor of asking me to accept a banquet in the immediate future.

I need scarcely say that, in so far as a function of the kind may have any significance, it would be my wish that this should be in the riding which honored me with the Liberal nomination at the last general elections, and with which my own name and the name of my grandfather have become associated. It would be very difficult for me to choose between different parts of the riding for a gathering of the kind. Certainly, if the choice were to lie as between the Liberal strongholds, I should not feel embarrassed in meeting the wishes of my Stouffville friends.

Such embarrassment as I experience at the moment arises from the circumstance that on the day following the Convention, I received from Mr. Walton a telegram inviting me to accept a complimentary banquet to be given at Aurora. Our friends in Aurora will no doubt feel that their invitation, having been the first to be conveyed, should perhaps be the first to be accepted. I should like to accept both invitations, but fear that is impossible. I wonder if some arrangement might not be possible between my friends at Aurora and Stouffville, whereby one gathering could be arranged that would be more or less representative of the riding as a whole. If that were possible, it would solve the difficulty splendidly, and would be an immense satisfaction to me personally.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am sure you, and all the gentlemen who have signed the communication to which your name is attached, will realize the considerations of which it is necessary for me to take account, and will be the first to further some arrangement which may serve the interests of the riding as a whole.

I shall be grateful if you will thank my friends, and explain the situation, assuring them that I feel more than deeply honored at this latest and very generous expression of their confidence and regard.

With kindest remembrances,

Believe me, my dear Aitchison,

Yours very sincerely,

W L MACKENZIE KING

W. L. Mackenzie King Papers

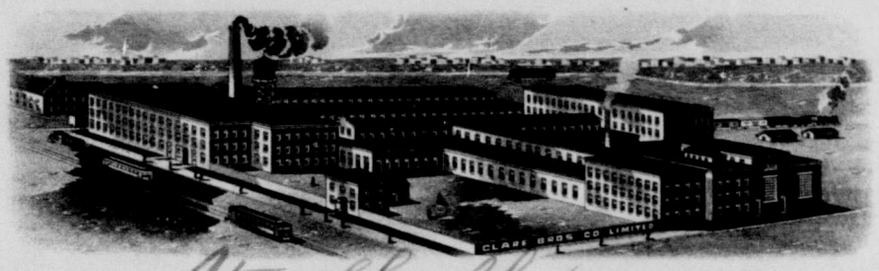
Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

CLARE BROS. & CO., LIMITED

LIGHTER DAY
HIGH OVEN
RANGES
PENINSULAR
STOVES AND RANGES
HECLA FURNACES
REGISTERS



IMPERIAL
AND
ADANAC
HOT WATER
BOILERS
HYDRO-THERMIC
RADIATORS

HEAD OFFICE
PRESTON, ONT.
CANADA.

Stouffville Aug 30th 1919

Hon. W. L. Mackenzie King
Ottawa, Ontario

My Dear King — Your communication of recent date duly to hand and contents of same carefully noted by our Banquet Committee here. By way of explanation I may state, that our reply has been delayed because we wished to consult with our Aurora friends, and as an Executive Meeting of the North York Reform Association was called for Wednesday last that Meeting seemed to our Committee here to be the proper place to discuss the Banquet idea.

The writer had the pleasure of attending Executive Meeting held in New Market on Wednesday last, and after friendly discussion, it was decided, that the place where a Banquet would do all, and everything concerned, most good in old North York, was in the town of New Market. I may say this was the friendly and unanimous decision of the Meeting,

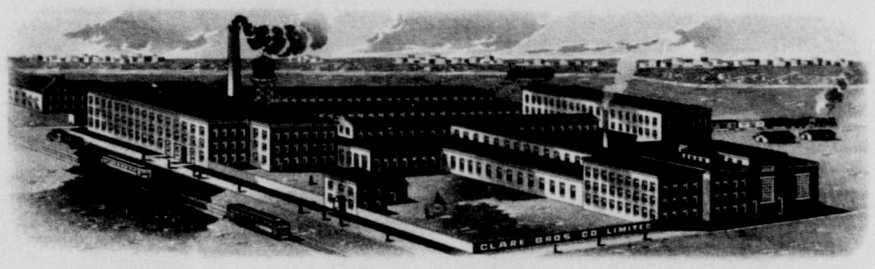
W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36947

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HOT WATER
BOILERS
HYDRO-THERMIC
RADIATORS

HEAD OFFICE
PRESTON, ONT.
CANADA.

and I trust this arrangement will be agreeable to your wishes. I must not neglect to say, that when you are elected Prime Minister of Canada, which I trust will be at an early date, our friends in North York are agreeable that Stouffville shall then have the honour of Banqueting you. You will please keep in remembrance this arrangement.

Our friend Mr. Howard Cane, has no doubt written you before now, stateing to you just what our Executive Meeting on Wednesday last decided on. We in Stouffville sincerely trust that you will be able to arrange for North York Banquet not later than early in November. Believe us to be Dear King

Yours Very Truly

J. S. Aitchison
Secy of Banquet Com.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36948

The Roxborough,
Ottawa, September 6, 1919

Mr. J. D. Aitchison,
Stouffville, Ontario.

My dear Aitchison:

I am delighted to know, from your letter received a few days ago, that a definite understanding as to the place of meeting has been arrived at between the members of the Executive of the North York Reform Association. I appreciate the generous attitude of the Stouffville delegation in making the final decision a unanimous one.

Since I last wrote you, the Government has fixed the by-elections for October 27th. The North York banquet will therefore have to be some time in November.

Many thanks for the compliment implied in the suggestion you make of another banquet at Stouffville later on.

With kind regards,

Believe me, as always, dear Aitchison,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

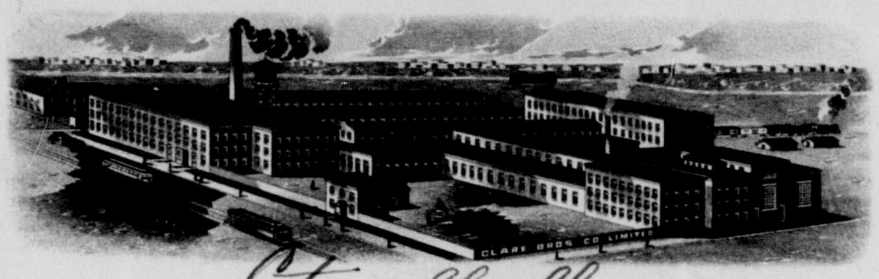
PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ Boy - Elections - Provincial
✓ Liberal Party + U.F.O.
✓ Provincial Elections - Ont.

36949

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LIGHTER DAY
HIGH OVEN
RANGES
PENINSULAR
STOVES AND RANGES
HECLA FURNACES
REGISTERS



IMPERIAL
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ADANAC
HOT WATER
BOILERS
HYDRO-THERMIC
RADIATORS

HEAD OFFICE
PRESTON, ONT.
CANADA.

Stouffville Oct. 31st. 1919

Hon. W. L. Mackenzie King
Ottawa, Ontario.

My Dear Sir, — Allow me to tender you my warmest congratulations upon your election yesterday by acclamation to the House of Commons, Ottawa. I am certain your many friends in North York will watch with admiration your course in the House of Commons as Leader of the Liberal Party.

What do you think of our Ontario Election results yesterday? How the Mighty did fall. Tory Toronto is no more.

Our friend Walton ran second in a field of three. To bad Lennox won, but I am confident the U.F.O. crowd realize the hopelessness of their cause in North York, and one benifical result of yesterdays battle, I fancy, will be to leave a straight fight for Federal House.

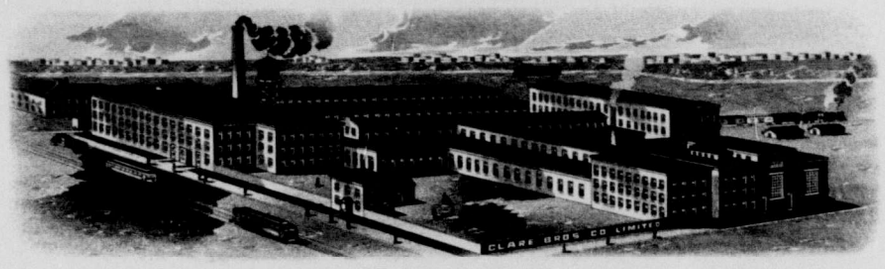
W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36950

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ADANAC
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BOILERS
HYDRO-THERMIC
RADIATORS

HEAD OFFICE
PRESTON, ONT.
CANADA.

The time draws near for North York to tender you that Complementary Banquet at New Market. I trust you are arranging to give us the earliest possible date in November.

Believe me to be

Yours Very Sincerely,

J. D. Aitchison

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 22, 1919

Mr. J. D. Aitchison,
Stouffville, Ontario.

Dear Aitchison:

I thank you heartily for your kind letter of congratulations, just received. Certainly, we Liberals who were true to the cause have great reason to rejoice at the voice of the people as expressed on Monday last.

I am looking forward to the banquet at Newmarket, which I hope to be able to suggest a date for, in the not too far distant future. Meanwhile, let me say that I hope you are right in assuming that the progressive forces of North York will not be divided between Farmers and Liberals, when it comes to our turn. Every effort should be made between now and then to insure the best of relations between our Liberal friends and members of the U.F.O. We are all one in the essentials of the aims to be achieved.

With kind regards,

Believe me,

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36952

Brant St. George Sept 15th 1919

Hon. Mackenzie King
Ottawa Ont.

Dear Sir. Find
enclosed copy of resolution
endorsed by Liberals of
Brant in Convention
assembled Sept 15th

R.J. Aitkin
Sec.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36953

Resolved. That we the Liberals of North Brant in Convention assembled express our full confidence in the action taken by the Ottawa Liberal Convention in electing Hon. Mackenzie King as Leader of the Liberal Party for the Dominion and pledge him our entire support and our allegiance to the platform laid down by the Convention.

Moved by W. A. Kelman
Sec. " C. M. Wells

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Ottawa, September 17, 1919

Mr. R. J. Aitkin,
Secretary, North Brant Liberal Association,
St. George, Ontario.

Dear Mr. Aitkin:

I thank you most cordially for your letter of the 15th instant, with its enclosure of a resolution passed at a meeting of the Liberals of North Brant, generously endorsing the action of the National Liberal Convention in its choice of myself as Leader of the Liberal Party, and pledging the support and allegiance of the Liberals of North Brant to the platform laid down by the Convention.

I wish it were possible to convey to those who were present at the meeting an expression of my very hearty thanks for this mark of their confidence. Perhaps you would be so kind as to say to Mr. Kelman and Mr. Wells how very much I appreciate the words of the resolution of which they were mover and seconder respectively. Only the great pressure of correspondence and other duties prevents me from sending a line of special acknowledgment to them.

Assuring you and the members of your Association of my very sincere appreciation of your good wishes,

I am,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36955

R. E. ALEXANDER
BARRISTER, SOLICITOR, NOTARY, ETC.
SOLICITOR FOR UNION BANK OF CANADA
GULL LAKE, SASK.

Aug. 20th, 1919.

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

Dear Mr. King,—

Allow me to congratulate you, on your great success, during the recent elections.

Perhaps you will not remember me, but I am a visitor to Gordon Bennett.

If you ever come west, would be very pleased, to have you call.

Yours sincerely,
R. E. Alexander.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36956

Ottawa, September 2, 1919

Dear Mrs. Alexander:

It is most kind of you to send your very welcome message of congratulations on my appointment to the Leadership of the Liberal Party.

Let me assure you that I appreciate exceedingly this kind expression of friendship and confidence. Your brother has always been so true a friend that I feel I can almost count upon the good wishes of all the members of the family. I am none the less grateful to you, however, for your kind thought in giving them this expression.

If I visit the West this fall, as I hope it may be possible to do, I shall look forward to the pleasure of renewing our acquaintance.

With best regards,
Believe me,
Yours very sincerely,

Mrs.R.E.Alexander,
Gull Lake, Sask.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36957

Kenora, Ont., Oct. 27th, 1919

Hon. W.L.McKenzie King,
Liberal Leader,
OTTAWA, Ont.

Dear Sir,-

Permit me to offer a suggestion, in connection with the approaching federal election. In the constituency of Port Arthur, there will be three candidates in the field, Conservative, Liberal, and Labor. Basing our prediction on the vote in the provincial ridings of Port Arthur and Kenora, which comprise practically all of the federal constituency of Port Arthur, the Liberal candidate will have only an outside chance of election. In Port Arthur Gen. Hogarth received a majority of 2400 over a Liberal and an Independent, with a total vote of possibly 8000. The Liberal candidate in Kenora polled 400 votes out of nearly 3700. It can be taken for granted that the entrance of a labor candidate into the Port Arthur contest will deprive the Liberal candidate of a number of votes which would otherwise be polled "agin the government".

The Labor party should win this seat. They have tasted success in Kenora and Fort William, and they like it. They had a pretty good organization for the provincial campaign, and they will have a better one for the Dominion contest. If they do not win, it will be for the following reason. The Trades and Labor council of Port Arthur will control the labor convention, but their man will not command the unanimous support of the railway unions, whose membership in this constituency is very large, but not quite large enough to control the convention. Nor will the nominee of the Trades and Labor council of Port Arthur poll the large non-union vote which Heenan polled in the riding of Kenora. Rightly or wrongly, the federated labor councils of our cities have partially forfeited the confidence of a very large proportion of the citizens of this country.

The labor party in this end of the constituency has one man, who, in prestige and ability, stands head and shoulders above any other labor man of my acquaintance, in this part of Ontario. His name is George Gilbert, general chairman for the Order of Railway Telegraphers, on western lines of the Canadian Pacific Railway. I believe he is the best prospect we have developed since Senator Robertson, who

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

formerly filled the same position. If Gilbert can be induced to accept the labor nomination, I believe he would go into Port Arthur city with a majority of 1500 over any two party candidates who will run against him. The proposition does not attract him, as he claims that if the railway unions did force his nomination on the labor convention, he would get only lukewarm support from the Port Arthur federation.

This man was for six years the president of the Kenora liberal association, and if labor had not gone into politics, he would have been, in the coming election, your most effective worker in Kenora. Why not give this man, as a labor candidate, the endorsation of the Liberal party, and leave him a clear field to defeat the government candidate? With a word of encouragement from Ottawa, your association in Port Arthur will doubtless agree that this is the strongest move they can make. There will be no difficulty in the Kenora end of the constituency, and with the promise of the support of your party, he certainly can obtain the enthusiastic support of the whole labor convention, and he can win with lots to spare.

This is the axe I have to grind. It will be particularly apparent to the gentleman who now leads the Liberal party in Canada, that the moderate and constructive element in the labor party, must be encouraged and strengthened wherever possible, lest the radical and destructive element finally succeed in destroying themselves, and the economic fabric of our country. There is going to be a labor group in our next parliament, and I know you will agree that there are, just now, few things more important, than that this group shall include as many moderate men as possible.

This man would be one of the outstanding figures in the labor group. Needless to say, he is not a dynamiter. $5000 men usually are not partial to bombs. He possesses an unusually logical mind, and is a fluent and convincing speaker. He would have behind him the prestige of the "Big six" railway unions, who, during the war, abided by all the decisions of the Canadian War Board.

Senator Robertson can inform you as to Gilbert's qualities. As it is unlikely that Mr. Robertson will remember me, I had better tell you that I am a Canadian Pacific train dispatcher, and a union man , and that I believe that the man who declared himself "A British citizen first, and a union man afterwards", held the proper conception of unionism.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

This letter is written entirely on my own initiative. I have attempted to describe the local situation frankly and without prejudice. If my conclusions are anywhere nearly correct, it would appear that in this constituency, the Liberal party has a choice of accepting defeat, or helping Labor to achieve a victory. Whatever may be urged against my suggestion, it has this huge merit. It will work.

If your reply is encouraging, the project can be gone into with Mr. Gilbert and your organization here and in Port Arthur. If you prefer to go it alone, I promise you that no political capital will be made out of your refusal.

I am,

Yours very respectfully,

Glen Allen.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, November 4, 1919

Mr. Glen Allen,
Kenora,
Ontario.

Dear Sir:

Mr. Mackenzie King has received your communication of October 27 and has asked me to say that the considerations you have raised with regard to the political outlook in Kenora and Port Arthur, will receive the earliest possible consideration.

At the moment, Mr. King's time is all but exclusively occupied with the business before the House of Commons. It should be possible very shortly to take up the matter concerning which you have written. Meanwhile, this note will serve as an acknowledgment of the receipt of your letter.

Yours very truly,

(J. A. McGregor)

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, November 20, 1919

Mr. Glen Allen,
Kenora, Ontario.

Dear Mr. Allen:

I regret that at the time your letter of October 27 was received, the pressure of work in connection with the concluding sessions of Parliament was so great that I had no opportunity of sending an immediate acknowledgment. Since then, I have been obliged to visit Washington, and only returned to Ottawa the day before last.

I am greatly obliged to you for writing me so fully on the situation in Kenora. Letters such as yours are exceedingly helpful at a time like the present when so many considerations enter into the formation of a judgment as to what course it may be best for the Liberal Party to adopt with respect to the Federal elections. On the 1st of December, we are having a meeting of the National Liberal Organization Committee, at which meeting the Committee intends to discuss the whole question of party organization, and what may be the best course to purase in this connection. It is altogether probable that, as an outcome of this meeting, we shall arrange for the opening of an office which will have to do exclusively with organization matters, and which may serve as a link between Ottawa and the several constituencies. If this course is adopted, I should like to discuss the contents of your letter

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

with whoever may be appointed as national organizer, and possibly may be able to arrange through him for an interview with you which will be of service in dealing with the situation as it exists in the federal constituency of Port Arthur.

Meanwhile, may I say that your letter will be most helpful to me in discussing in a general way other phases of the political situation with the members of the National Committee.

Yours sincerely,

(W.L.M.K.)

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36963

The Roxborough,
Ottawa, January 6, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Ontario.

Dear Mr. Allen:

I enclose a copy of a letter I have just received from a Baptist minister in Flint, Michigan. It indicates to what extent members of the Christian Church are likely to become interested in "INDUSTRY AND HUMANITY", once they become apprised of the nature of its contents.

I thank you for sending me the cutting from the Toronto Saturday "World". The review has evidently been written by someone who has read only the Preface and the Introduction, and who unfortunately seems to have misread it in part. However, all the publicity is of some assistance, I suppose, and the review was evidently intended to be kindly, though "Critical".

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36964

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

Jan 7th, 1919

Mr. W. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

My Dear Mr. King:-

On my return home from Chicago, I find your letter of the 30th, and wish to thank you for writing to Dr. Bekland as you did.

I am sending a review copy of your book to Mr. Howard S. Ross as requested.

The Monetary Times called up yesterday for a copy and wish to give it special notice, as did also the Financial Review.

If you have not seen the write-up in The Mail and Empire" I will be glad to send one to you.

I was glad to hear that the dealers in Montreal and Ottawa cleaned up so well on your book. We are still holding fifty copies on Mr. Hope's order and this-morning received word to send ten of the fifty at once. It appears that he ordered these ten some days ago but the order never reached our Office.

I had Mr Weaver prepare a special page Add on the King book for the Bookseller & Stationer this month, and I hope that next month when my present stock will likely be sold out, I will be able to announce a very large special edition at $2.00 but will have to keep this dark in the meantime.

I received a letter this-morning from Mr. Quinn of Newmarket who wants to canvass North York with your book.

With kind regards and best wishes for the New Year, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"
36965

The Roxborough,
Ottawa, January 8, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Ontario.

Dear Mr. Allen:

I have just received your letter of the 7th instant.

I have missed the "Mail and Empire" review, having been away from Ottawa most of the time since I saw you in Toronto. If you have an extra copy, please let me have it.

-- You have probably not seen the enclosed review from the leading paper in Denver, Colorado. Please retain it if you care to do so. I assume you have seen the splendid review in the "Statesman".

I am glad to know that the "Monetary Times" and the "Financial Review" intend giving special notice to the book. I am sure they will both write in a friendly way.

-- Would you please send copies to the persons in
-- North York named on the attached list, and enclose with the books the slips I am sending herewith. Please be sure to see that the wrappers are addressed so as to correspond with the slips. In the few copies sent out in this way to friends in the United States, from Houghton Mifflin, they unfortunately succeeded in mixing up all the slips, and no one of the few friends to whom I sent a copy in this way received his own volume. I suppose the lesson to be learned from this disaster is to patronize home industries in the future.

I know Quinn of Newmarket; and if you feel like permitting him to canvass North York, I see no reason why he should not be permitted to do so if he so desires. I should think he might make a most successful canvass. It might be well, however, to wait until it is time to announce the special $2.00 edition.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36966

List of persons in North York to receive copies of "INDUSTRY AND HUMANITY". Sent with Mr. Mackenzie King's letter to Mr. Thomas Allen, Toronto, January 8, 1919

Mr. H. W. Fleury, Aurora, Ont.

Mr. J. Eugene Cane, Newmarket, Ont.

Mr. Victor A. Hall, King City, Ont.

Mr. and Mrs. George A. Brodie, Newmarket, Ont.

Mr. J. R. Y. Broughton, Newmarket, Ont.

Mr. Walker Holborn, Sutton West, Ont.

Mr. W. H. S. Cane, Newmarket, Ont.

Mr. Harry Teasdale, Aurora, Ont.

Mr. James Cooper, Schomberg, Ont.

Mr. J. D. Aitchison, Stouffville, Ont.

Mr. J. M. Walton, Aurora, Ont.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

36967

The Roxborough,
Ottawa, January 9, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Sir:

Mr. Mackenzie King has to-day received the enclosed letter from Dr. H. S. Beland. You will be interested in reading the part of the communication which relates to the publication of Dr. Beland's forthcoming book.

Mr. King will be glad if you will return the letter when you have finished with it.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY."

36968

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

Jan 9th, 1919.

Mr. W. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

Dear Mr. King:-

Thanks for your letter of the 8th, enclosing the review from the leading Denber paper which I will be glad to keep.

I am enclosing herewith the Mail and Empire notice as well as some others.

The books that you ordered sent to separate addresses has been attended to in good shape. I am sorry to hear that some of the slips got mixed with Houghton Mifflin as they are usually very careful but it is an ill wind that does not blow somebody good, and I am glad at all times to fill your orders.

I mailed you yesterday a copy of a page add that I am taking in the Bookseller & Stationer and if you can suggest any improvement on it for a later add I will be glad to hear from you.

With kind regards, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36969

The Roxborough,
Ottawa, January 11, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Sir:

Mr. Mackenzie King has asked me to order from your office an additional six copies of "INDUSTRY AND HUMANITY", to be sent to him at the Roxborough, Ottawa, and charged on his account.

In sending the account for this order, would you also kindly have a statement rendered showing the total number of copies of the book charged to Mr. King to date.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36970

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DICTIONARIES
STANDARD WORKS
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JUVENILE AND
HOLIDAY PUBLICATIONS

Jan 21st 1919

Dear Mr King.

I mailed you a review from the Montreal Family Herald & Weekly Star - not very good - Enclosed is something better. I am on my way to Boston to hurry up the special (2nd) edition. which the big stories in Toronto are going to blast a campaign on.

Yours sincerely

T. Allen

Mr W Mackenzie King
Chicago

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY" ✓
36971

January 29, 9

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Canada.

My dear Allen:

I thank you for sending me both the reviews from the Montreal Family Herald and Weekly Star and the cuttings from the Toronto Star. As you truly say, the latter are considerably better than the former.

The article in the Family Herald and Weekly Star by Percy Chambers is not really a book review at all. Anyone with the least political sense can see that it is simply a bit of bitter partisan politics, an effort to create a prejudice where there is reason to fear that some slight measure of political advantage on the part of an opponent may be gained. What, for example, has the following sentence to do with the book:

> "His Canadian record as Minister of Labor was not a brilliant one, nor in it did he stamp upon the office any high or definite ideal for his successors to follow or endeavor to reach."

The vindictive purport of this paragraph is wholly apparent when one recalls that the book itself sets forth a record of work in the Department of Labour which the reviewer obviously does not wish to have disclosed. I have been long enough in politics to know the difference between book reviewing and political slandering; so that the article affords me amusement and satisfaction, rather than displeasure. It reveals that the enemy feels himself already hit. So far as the book is concerned, I am quite prepared to let the public estimate whether the so-called review is a reflection upon the book's contents or upon the reviewer.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hope you have been able to have Houghton Mifflin hurry along the new Canadian edition; and - by the way - I assume that they will not hesitate to print in the front of it that it is a second edition. I do not know how the American edition has gone, and whether it will be possible to indicate in the Canadian edition that there has been one or two Canadian editions as well. If anything of this kind is possible, you will doubtless see to it.

I fear we forgot to include the Montreal "Witness" in the list of papers to which complimentary copies of the book were being sent. If it was not included, I am sure that Mr. Dougall, the Editor, who has always been very friendly to me, will give the book a first-class review; and I hope, therefore, if no copy has already been sent him, that you will send a copy, writing him as well.

Would you also have the kindness to send a copy of the book to Mr. M. Goor, Consul General of Belgium, Laurier Avenue, Ottawa, and charge the same to my account.

With kind regards, Believe me,

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

"INDUSTRY AND HUMANITY"

36973

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

Feb. 1st, 1919.

Mr. W. Mackenzie King
c/o The Blackstone
Chicago, Ill.

Dear Mr. King:-

Only yesterday I was talking to Mr. Britnell about the many good notices we are receiving on your book and he told me of one notice that he thought would do a lot of harm referring to the Montreal Family Herald, but in this I do not agree with him for I looked upon it the same way that you did.

I spent a very pleasant three days in Boston and arranged for a special $2.00 ed. which we can call the third Canadian Edition, having had two editions of five hundred copies each.

Enclosed herewith is a notice I found in the Boston Herald regarding "INDUSTRY AND HUMANITY". Any suggestions you can give me for a special circular on the $2.00 edition I will be glad to use.

I have sent a review copy of your book to the Witness of Montreal as suggested and I have also sent a copy to Mr. M. Goor and have written him that it is from you.

With best regards, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36971

The Roxborough,
Ottawa, February 21, 1919

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Ontario.

Dear Mr. Allen:

A new publication, entitled "The Canadian Nation", is to be issued at Calgary at the end of this month. The Editor is Mr. D. M. Le Bourdais. Mr. Le Bourdais has asked me if I would have the publishers forward a copy of "Industry and Humanity", that some notice of it might be taken in the publication. He says in his letter that "We would like to advertise the book as being part of the program which we ourselves hope to follow".

No doubt you will wish to meet Mr. Le Bourdais' request, and I shall be happy if you will find it possible to do so.

Yours sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY" ✓

36975

The Roxborough,
Ottawa, February 21, 1919

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Ontario.

My dear Allen:

This is just a line to ask you when you expect the third Canadian edition of "Industry and Humanity", and how you find sales of the other editions up to date.

The present discussions in the press on political matters are hardly likely to do other than stimulate a considerable interest in the book. This would seem to be the moment to give it all the prominence you can. I hope to be able to send you within a day or two some excerpts from newspaper cuttings. I have been too busy to do anything of the kind of late.

Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND ~~HUMANITY~~" ✓✓
LIBERAL PARTY - NATIONAL CONVENTION OF 1919

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

Feb. 24th, 1919.

Mr. W. Mackenzie King
c/o The Roxborough
Ottava, Ont.

My Dear Mr. King:-

I have been thinking a good deal about you the last week and watching the papers with interest.

I learned with great regret of Sir Wilfred Laurier's death and it is surprising how many nice things are said about people after they depart. I thought the Editorial in the Globe regarding Mr. John Charlton explained Mr. Laurier's stand pretty well.

I believe that many of the newspapers are thinking of you first although your name was not the first one to be mentioned and I think this is very wise on the part of the newspapers. We need a young man at this time in Canada very badly and I sincerely hope that they will make the wise choice of one of our authors, (not mentioning any names).

at beginning.

I am mailing you to-day a copy of The Bookseller & Stationer which shows you where I am advertising to the Trade the new edition of "INDUSTRY AND HUMANITY" which I expect we will have in about two weeks and the last day or two I have been thinking that it would be a good thing to start a little advertising Campaign on the new edition. The margin of profit however, on the $2.00 edition is very small. There is no question in my mind that it would be a good thing for all of us if some juditious advertising was done. I am going to speak to Mr. Baker of the Baker Advertising Agency regarding this and perhaps you would join with me in this advertising. You may know Mr. Baker for he was formerly with the Star.

We have about 150 copies of the $3.00 edition still on hand. I will see to it that a review copy of your book is sent to "THE CANADIAN NATION" at Calgary for Mr. D.M. Le Bourdais.

With kind regards,

Respectfully yours. T. Allen

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36977

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

Feb. 24th, 1919.

Mr. W. Mackenzig King
c/o The Roxborough
Ottawa, Ont.

P.S.

I would like very much to publish a good life of "SIR WILLFRED LAURIER".

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36978

The Roxborough,
Ottawa, February 28, 1919

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Ontario.

Dear Mr. Allen:

Before Mr. King left the city yesterday, for an absence of a few days, he approved of my sending to you the enclosed list of quotations which I have culled from some of the reviews of "Industry and Humanity". Mr. King may add to the list later on, but meantime these excerpts may service the purpose you have in mind.

Duplicate typed with Reviews

Would you kindly arrange to have two additional copies of the book sent by mail to Mr. King at The Roxborough, and have an account rendered for the same.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36979

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

March 1st, 1919.

Mr. F. A. McGregor
c/o The Roxborough
Ottawa, Ont.

Dear Mr. McGregor:-

Your letter just received enclosing extracts from reviews on INDUSTRY AND HUMANITY" which I am very glad to have for I am preparing a series of advertisements for this book.

We have sent forward two copies of Mr. King's book to-day as requested by him and I am enclosing herewith a letter which you kindly sent me from Mr. Beeland and which I should have returned before this..

With kind regards, I remain,

Yours very truly,

T. Allen

T A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36980

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

March 8th, 1919

Hon. Mackenzie King
c/o The Roxboro Hotel
Ottawa, Ont.

My Dear Mr. King:-

Enclosed please find proofs of a number of Ads which I purpose running in the Toronto Globe, commencing a week from to-day. What do you think of them?

With kind regards, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

" INDUSTRY AND HUMANITY "
36981

The Roxborough,
Ottawa, March 10, 1919

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Ontario.

My dear Mr. Allen:

I am delighted with the ads which you are thinking of running in the Toronto "Globe". That kind of advertising is certain to bring good results.

I wish it were possible for me to promise to assist you in the cost of advertising the book; but I really do not feel that I am in a position to promise anything of this nature just at this time. The most I can hope to do is to continue to purchase copies from time to time.

I expect to be in Toronto on Thursday of this week, to address the Empire Club on "The Four Parties to Industry". I shall hope to have the pleasure of seeing you while in the city.

With kind regards, Believe me,

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36982

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

March 11th, 1919

Hon. W. L. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

My Dear Mr. King:-

Many thanks for yours of the 10th, and I am indeed sorry that I will not have the pleasure of hearing you speak at the Empire Club on Thursday as I have made arrangements to meet my brother in Galt and look after some affairs for my Mother. I am sure that you will have a good turn out and I am very glad that you are going to lecture here.

I expect the special edition will be here in about ten days and in the meantime we will try and dispose of our present stock and start the new advertising going next Saturday which I think is a good time, particularly after your visit.

I expect to be back here on Friday and should you be in the City and have the time I will be glad to have you call.

Sincerely yours,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

March 17th, 1919

Hon. W. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

My Dear Mr. King:-

Upon my return home Saturday, I tried to get in touch with you but found that you had gone out of the City and I want to congratulate you on your fine address in Toronto. Not being able to attend the luncheon, I secured some tickets for my friends and they were all delighted.

The Two Dollar edition of your book I expect will be here at the end of the week but in the meantime I am placing the Three Dollar edition as long as they last, at the Two Dollar price on account of having advertised it last Sat. at this price.

I am running the same Ads in the Star as in the Globe and I understand that you are going to lecture in Montreal and Ottawa and if this is so will be glad to hear from you at the Windsor Hotel where I expect to be the next few days.

Mr. Wm. Tyrrell told me that you had called in to see him and he seems to be taking a little more interest now than he did but in the past he has been practically a one copy customer as far as your book is concerned while the others have been ordering as many as twenty-five at a time.

I received a call from Rev. Dr. Shearer this-morning and have sent him a copy for review.

Hoping to have the pleasure of seeing you soon and regretting that I was not here when you called,

With kind regards, I remain,

Yours sincerely,

T.A.

T. Allen

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"

36984

En route, Chicago to Ottawa
March 23, 1919

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Ontario.

Dear Mr. Allen:

I enclose a number of author's slips which I would be obliged if you would kindly have appropriately inserted between the front leaves of copies of my book and mailed to the addresses on the attached sheet. Please be sure to see that the Houghton Mifflin error is not repeated, and that the books are sent to the right people. I think I told you how, after the slips had been inserted in a number of copies at the Boston office, the books were addressed at random, with the result that there has been considerable embarrassment ever since. Please send the copies from the original edition.

That reminds me that I should be obliged if you would regard this letter as also an order for 25 copies of the first edition, from which number please deduct the ones to be mailed as per instructions in this letter. I am assuming that you will let me have the $3.00 edition at whatever price you are selling it to local booksellers. If you have not copies of the first edition left, please don't fill the order with the new edition just at present. My purpose in ordering is to have on hand first edition copies for purposes of subsequent presentation to friends.

I hope you have found it possible to circularize the members of the Empire Club of Toronto and the Canadian Club of Montreal. I speak before the Canadian Club of Quebec on Friday. These speeches should help to stimulate some interest, for I make it a point of bringing in some reference to the book with that end in view.

I am anxious to see what the $2.00 edition looks like, and shall be glad if you will send me a first copy when received.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I was sorry to miss you while in Toronto, and also in Montreal; but I had to go on from the latter place to Chicago, where I spoke before the Industrial Club on Thursday of last week. I am writing this letter on my way back to Ottawa.

I think the ads you are running in the "Star" and the "Globe" are excellent.

I expect to be in Toronto the week after next for a few days, and shall hope to see you while there.

Meanwhile, with kindest regards,
Believe me,
Yours very sincerely,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Copies of "INDUSTRY AND HUMANITY" to be sent
to the following:

Dr. W. M. Burton,
President, Standard Oil Company (Indiana),
910 South Michigan Avenue,
Chicago, Illinois.

Mr. Jesse D. Roop,
Standard Oil Company (Indiana),
910 South Michigan Avenue,
Chicago, Illinois.

Mr. Beaumont Parks,
General Superintendent, Whiting Refinery,
Standard Oil Company (Indiana),
Whiting, Indiana.

Mr. C. B. Manbeck,
Manager, Wood River Refinery,
Standard Oil Company (Indiana),
Wood River, Illinois.

Mr. C. H. Moffett,
Manager, Sugar Creek Refinery,
Standard Oil Company (Indiana),
Sugar Creek, Missouri.

Mr. T. W. Robinson,
Vice-President, The Illinois Steel Company,
208 South La Salle Street,
Chicago, Illinois.

Mr. A. R. Lichty,
Executive Secretary, Y.M.C.A.,
1014 Association Building,
Chicago, Illinois.

Dr. Charles A. Eaton,
Madison Avenue Baptist Church,
New York, N.Y.

Miss Norma R. Roos,
Waterloo, Ontario.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

March 26th, 1919.

Hon. W. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

Dear Mr. King:-

Thanks for your letter of the 23rd, with orders for INDUSTRY AND HUMANITY which have had our careful attention and I am filling your order with the original edition except one copy which I am sending in the special $2.00 edition.

I am glad that you think well of the Advertising that I am doing in the Globe and Star. I might say that I made arrangements with Mr. Chapman when in Montreal of Chapman's Bookstore to run the same Ads in the Gazette which I trust will get the book moving in Montreal.

Thanks for the Ottawa Citizen showing the remarks of Rev. Chas. A. Eaton.

When you are in Montreal and have time I wish you would step in to Chapman's Bookstore on Windsor Street, a few doors above St. Catharines and meet Mr. Chapman. I think he is one of the best Book men in Canada and I have advised him to circularize the members of the Canadian Club.

With all good wishes, I remain,

Faithfully yours,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"

36988

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

April 10th, 1919.

Mr. W. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

Dear Mr. King:-

We are sending you under separate cover a copy of "Social Welfare" for April 1st.

On the inside of the cover you will notice that they have given INDUSTRY AND HUMANITY a review and on page 163 Dr. Samuel Zane Batten refers to the book.

No doubt you will be interested in knowing that the Social Service Council have ordered several copies to be sent to special addresses since this article appeared in their Magazine.

With best wishes, we are,

Yours very truly,

THOMAS ALLEN

E.M.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY"

36989

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

April 25th, 1919.

Hon. W. Mackenzie King
c/o The Roxborough Hotel
Ottawa, Ont.

Dear Mr. King:-

We are returning herewith two reviews which you were good enough to leave for Mr. Allen and we are also enclosing a letter which we received from Edmonton ~~and~~ due which was written to Mrs. Nellie L. McCoung and forwarded to us and we thought might prove of interest to you.

Did you see the "Canadian Magazine" for April? It contains an article which refers to Industry and Humanity, not as a regular book review but in one of their Editorials.

The review which we sent you from the "Social Welfare" is still bringing in orders and has been directly responsible for the sale of quite a few ~~orders~~. copies

With kindest regards, we are,

Yours very truly,

THOMAS ALLEN.

E. M.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"INDUSTRY AND HUMANITY" ✓

36990

Hot Springs, Va.
April 26, 1919

Mr. Thomas Allen,
217 Victoria Street,
Toronto, Canada.

Dear Mr. Allen:

I enclose a copy of a letter I have just received from the Houghton Mifflin Company.

It has occurred to me that probably the Toronto papers would be interested in having the item of news which it contains. It would come to them better from you than from me. Perhaps you would arrange to have them informed that "Industry and Humanity" has been made a text-book at Harvard University. As the course in Social Ethics at Harvard covers the ground which is taken up in our universities under the head of Economics and Sociology, it might be well to mention that it is in connection with courses on these subjects that the book has been added to the University curriculum.

This item of information might assist you in having the book placed on the University of Toronto list as a text-book, and also McGill and Queen's. You will find Professor Skelton of the Department of Economics at Queen's quite in sympathy with this idea, and no doubt Professor MacIvor of Toronto - and, for that matter, Professor Mavor also - is pretty certain to be friendly. I should think this would be well worth while taking up.

With kind regards,
Believe me,
Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36991

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

April 30th, 1919.

Hon. W. L. Mackenzie King
c/o The Homestead
Hot Springs, Va.,

Dear Mr. King:-

Many thanks for your letter of the 26th, with enclosure from Houghton Mifflin Company, and I am indeed glad to hear that "INDUSTRY AND HUMANITY" has been made a Text Book at Harbord University. Allow me to congratulate you for it is certainly a great compliment to your book. This information will be very useful to me and I will hand it on to the papers.

I am mailing you under separate cover "The Khaki Call" which contains a very good Editorial on your book.

I have just furnished Wm. Briggs with a good supply of "INDUSTRY AND HUMANITY" for their different Conferences, and the Robert Simpson Company are sending out five thousand circulars with their Statements.

I have written the different Professors you mention. There should be no trouble in getting "INDUSTRY AND HUMANITY" adopted in Canada.

We mailed you a write up on "INDUSTRY AND HUMANITY" that Mrs. McClung sent us from Edmonton which I trust you have received. Mrs. McClung is going to Lecture on Women's Part in Reconstruction in Massey Hall on May 26th. Her first meeting will be in Ottawa on the 21st, of May.

With kind regards, I remain,

Yours sincerely.

THOMAS ALLEN.

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36992

The Roxborough,
Ottawa, April 30, 1919

Mr. Thomas Allen
217 Victoria Street,
Toronto.

Dear Mr. Allen:

Mr. Mackenzie King has just returned to the city and is leaving again tomorrow to take passage for England on the "Aquitania", which leaves New York on Saturday.

This note is to express Mr. King's thanks to you for giving him the opportunity of reading the enclosed letter addressed to Mrs. McClung. He is only sorry that time does not permit a more appreciative acknowledgment.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36933

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

May 2nd 1919.

Mr. F. A. McGregor
c/o The Roxborough
Ottawa, Ont.

Dear Mr. McGregor:-

Many thanks for your letter of the 30th, advising me of Mr. King's visit to the Old Country.

I received a letter from Mr. King from Hot Springs, Va., telling me that his book had been adopted as a Text Book at Harvard University which I was very glad to hear and will do my best to have it put on in Canada. I have written the different Professors telling them about this and have also advised some of the newspapers. I acknowledged the letter to Hot Springs but it would no doubt reach there too late to catch Mr. King.

If you are not accompaning him and will be in Ottawa on the 21st, I wish you would try and hear one of my other authors on "WOMEN'S PART IN RECONSTRUCTION" I refer to Nellie L. McClung.

With kind regards, I remain,

Yours very truly,

THOMAS ALLEN.

T. Allen

P.S.
I would like to have a late Photograph of Mr. King that I could make some Electros form, to use in advertising.

T.A.

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36994

The Roxborough,
Ottawa, May 3, 1919

Mr. Thomas Allen
217 Victoria Street,
Toronto.

Dear Mr. Allen:

Mr. King has decided to postpone sailing for a few days, probably until May 10th. The delay has made possible the sending out of a few additional copies of "Industry and Humanity". Will you kindly see that copies of the last Canadian edition are sent out to the persons whose names appear on the list attached, and that in each copy the proper complimentary slip is inserted. Since all of these are being addressed to the United States, perhaps you would have indicated on the outside of the wrapper some note for the Customs authorities to the effect that the book is non-dutiable, having been printed in the United States. If you will have an account sent immediately for this order, and for anything else that may be outstanding, I shall see that a cheque is sent before sailing.

I have been so fortunate as to accompany Mr. King on his recent southern travels, and look forward now to being with him in England. I am sorry this is going to make it impossible for me to hear Mrs. McClung on the 21st, for I should very much like to hear her. I thank you none the less for letting me know of her speaking engagement here.

I enclose a photograph which Mr. King had taken three or four years ago, and which is the best likeness at hand at present. I hope it will serve the purpose you have in mind.

By the way, if you have James Lane Allen's new book "The Emblems of Fidelity", would you address ~~it~~ to me at 435 MacLaren Street, Ottawa, and send an account separately. I have been unable to get it at Hope's or elsewhere in Ottawa.

Yours very truly,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Copies of "Industry and Humanity"
to be sent to the following, and
charged to Mr.W.L.Mackenzie King.
May 3, 1919

Judge Ben B. Lindsey,
The Juvenile Court, Denver, Colorado.

Mr. and Mrs. George T. Watson,
Fairmont, West Virginia.

Mr. F. R. Lyon,
The Consolidation Coal Company,
Fairmont, West Virginia.

Mr. Brooks Fleming, Jr.,
The Consolidation Coal Company,
Fairmont, West Virginia.

Mr. and Mrs. E. R. Price,
The Consolidation Coal Company,
Van Lear, Kentucky.

Mr. and Mrs. J. G. Smyth,
The Consolidation Coal Company,
Jenkins, Kentucky.

Mr. Arthur Hale,
The Consolidation Coal Company,
Continental Building,
Baltimore, Maryland.

Mr. Carl R. Gray,
21 Somerset Road,
Baltimore, Maryland.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36996

"INDUSTRY AND HUMANITY" ✓
LABOUR DISPUTES - WINNIPEG
STRIKE OF 1919 ✓

The Grosvenor Hotel,
London, S.W.1, June 3, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Canada.

My dear Allen:

"Industry and Humanity" would seem to be pretty opportune in Canada just at this time. Out of the deplorable situation which it appears has developed, I should think your agents might find it possible to get the book pretty generally accepted by booksellers, were something in the nature of a printed poster placard prepared which could be put in shop windows. It is just with such situations as have arisen that the book deals.

I have had printed in pamphlet form the address I delivered before the Empire Club of Toronto on "The Four Parties to Industry". The Hunter Rose Company have done the printing. It has occurred to me that this pamphlet might be helpful to you in furthering your sale of the book. If so, please feel at liberty to ask the Hunter Rose Company for any number of copies up to two or three hundred. I have written Mr. George M. Rose, requesting him to send two dozen copies to you with my compliments. This letter will serve as authorization for any additional number you may wish to have.

Mr. McGregor and I are leaving for France in the morning, to go over the devastated areas and to be in Paris for a few days. We shall return to London in a fortnight, and be here probably until the middle of July, when we return to Canada.

With kindest regards,
Believe me,
Yours very sincerely,

Address in England:
C/o High Commissioner for Canada,
19 Victoria Street, S.W.,
London, England.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRY AND HUMANITY ✓

3693 LABOUR DISPUTES – WINNIPEG STRIKE OF 1919 ✓

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

June 16th, 1919.

Hon. W. L. MacKenzie King
c/o High Commissioner for Canada
19 Victoria Street S.W.
London, Eng.

Dear Mr. King:-

Many thanks for your letter of the 3rd, I am sure that you are having an interesting time in the Old Land.

You will see by the papers what a time we have been having in Winnipeg. Business has been demoralized there in our line as well as in others.

Your suggestion regarding a window card for "Industry and Humanity" is a good one and I will act upon it. I received a copy of the speech which you had printed and will be glad to get a number of them from Hunter Rose Company as you suggest.

Our Travellers are finishing their trips this week and will be starting out again to cover Canada from Coast to Coast about the first of August and they will not be able to feature your book very much until that time. I think a good heading for the Poster would be "The Book of the Hour".

I heard a whisper the other day that you were writing "The Life of Sir Wilfred Laurier" and if there is any truth in the report I will be very glad to talk to you about the book upon your return.

With all good wishes and kind regards, to Mr. McGregor and yourself, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36998

The Grosvenor Hotel,
London,S.W.1, June 23, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Canada.

Dear Mr. Allen:

Mr. Mackenzie King would be obliged if you would send a copy of "Industry and Humanity" to Mr. C. Elliott, Chief Librarian, The Law Society of Upper Canada, Osgoode Hall, Toronto. Mr. King has written Mr. Elliott saying that he would be glad to present the Society with a copy of the book, and mentioning also that it would be forwarded through your office.

You might send the account for this order to Mr. King at The Roxborough, Ottawa. We have arranged for passage on the "Adriatic", sailing from Liverpool July 14th, and should be in Ottawa the last week in July.

With kind remembrances,
Believe me,
Yours sincerely,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

36999

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

July 11th, 1919.

Mr. F. A. McGregor
c/o The Roxborough
Ottawa, Ont.

Dear Mr. McGregor:-

Thanks for yours of the 23rd, requesting us to send one copy of "INDUSTRY AND HUMANITY" to Dr. Elliott. This has had our attention.

I am glad to hear that you and Mr. King are on your way home again and trust that you will have a safe journey.

With kind regards to Mr. King and yourself, I remain,

Yours sincerely,

T. Allen

T.A.
/G.S.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37000

Dictated on the "AQUITANIA",
July 15, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Canada.

Dear Mr. Allen:

While in England, Lady Grey, the widow of the late Earl Grey, former Governor General of Canada, spoke to me of the limited circulation which the Memoir of Lord Grey prepared by Mr. Harold Begbie had received in Canada. She was wondering whether some firm of Canadian publishers would not care to undertake a Canadian edition. Lady Grey thinks that the English publishers would be glad to make an arrangement with some Canadian firm, which would be likely to prove of mutual benefit.

I have read Harold Begbie's Memoir, and think the book one of the most inspiring and useful, from a political, industrial, social, and religious point of view, which I have anywhere come across. So much of it relates to Lord Grey's stay in Canada, and matters of special interest to Canadians, that I think, if it were properly put out in the Dominion, it should have a wide sale.

If you feel at all interested, perhaps you would communicate direct with Lady Grey, whose address is "The Countess Grey, 22 Sussex Square, Hyde Park, London, England", or with the publishers, Messrs.
or, better still, with both. In writing them, you might mention that I had communicated with you on the subject.

Should you not feel like taking up the matter yourself, perhaps you would suggest to me a Canadian firm you think might be interested. I promised Lady Grey to take up this matter on reaching Canada, and my thought has been to give you the first look-in in the matter. I really think, if you could make a satisfactory arrangement either for getting out a Canadian edition yourself or having a special edition printed in England for sale in Canada, you would find the

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37001

venture a wholly successful and profitable one. There should, also, be a considerable sale for the book in the United States. The Canadian edition might serve that market as well.

As to the Life of Sir Wilfrid Laurier, it is true that I commenced some time ago a work of the kind, but I was obliged to abandon it on account of my studies for the Rockefeller Foundation. What may be possible in the near future will depend on how events shape themselves. I am still not without hope of being able to make some contribution to the political history of Canada, through what I know of the policies of the Liberal Party during recent years and the sources of their inspiration.

I hope "Industry and Humanity" continues to make headway. I shall be interested in knowing how the Canadian edition has gone. When you have time for a line, please let me hear from you.

With kind remembrances and regards,

Believe me,

Yours very sincerely,

W L. MACKENZIE KING

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37002

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

July 26th, 1919.

Hon. W. L. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

Dear Mr. King:-

Thanks for your letter of the 15th, written on board ship, and glad to hear that you are back in your own Country once more.

"INDUSTRY AND HUMANITY" continues to make headway but we have about four hundred and fifty copies left in stock out of the two thousand which we ordered.

With regard to "MEMOIR OF LORD GREY" by Harold Begbie, published by Hodder and Stoughton. The Musson Book Company of this City are the Canadian Agents for Hodder and Stoughton and control their out-put for Canada so no doubt they are ordering these as required, but I will call up Mr. Musson and ask him to take special interest in this book. Under these conditions you will see that it would be impossible for me to do anything with it.

I am contemplating publishing a book entitled "CANADA'S HUNDRED DAYS IN THE WAR" by Mr. J.F.B. Livesay, General Manager of the Canadian Press, Winnipeg, which I believe will be authorized by the Government and should be quite an important book, although War Books, unless of a very special nature are quiet.

Hoping to have the pleasure of seeing you soon and with very kind regards, I remain,

Yours sincerely,

T. Allen

T.A.
/G.S.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37003

BOOKS OF MERIT
THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
215-219 VICTORIA STREET
TORONTO

July 26th, 1919.

Mr. W. L. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

P.S.

I have called up the Musson Book Company and if you want to write to them regarding Harold Begbie's Book, they will be glad to tell you what they are doing with it.

I read the part of your letter which referred to it giving your opinion and if you have no objections, they would like to have this as it no doubt would help them in selling. Before giving them this I will await your reply.

T.a.

T.A.
/G.S.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37004

THOMAS ALLEN
PUBLISHER
CANADIAN REPRESENTATIVE OF PUBLISHERS
219 VICTORIA STREET
TORONTO

August 8th. 1919

Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario.

Dear Mr. King,

I can't tell you how glad I was to hear of your success at Liberal Convention and wish to offer you my heartiest congratulations.

With all good wishes for the future, which looks like a busy one for you; with great responsibilities.

Believe me,

Very sincerely yours,

T. Allen

Thomas Allen -

My dear Allen -

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, September 25, 1919

My dear Allen:

In the hope that I might find opportunity of sending something more than a formal reply, I have kept to one side, together with a number of other personal communications, your kind letter of congratulations, received some weeks ago.

The pressure of work ever since the National Liberal Convention, and the increasing number of immediate and future obligations, cause me to despair of being able for some tt come to send more than a line of personal acknowledgment.

Under the circumstances, may I ask you to accept this dictated note as an expression, though all too inadequate, of my very sincere thanks for your kind thought in writing, and for the assurances of confidence and good-will your letter so generously conveys. They are appreciated much more deeply than I am able to say.

Yours very sincerely,

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Ontario.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37006

The Roxborough,
Ottawa, August 23, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

Mr. King would be obliged if you would send a copy of "Industry and Humanity" to Mr. H. F. Gadsby, of "Saturday Night", Richmond & Sheppard Streets, Toronto, and charge to Mr. King's account.

Yours sincerely,

F. A. McGregor

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37007

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Sept. 3rd, 1919.

Mr. F. C. McGregor
c/o Roxborough
Ottawa, Ont.

Dear Mr. McGregor:-

Your letter of the 23rd, ordering one copy of "INDUSTRY AND HUMANITY" to be sent to Mr. Gadsby has had our attention.

Mr. King will be glad to hear that it has been necessary for us to order another thousand copies of his book.

With kind regards, I remain

Yours sincerely,

T. Allen

T.A.
/G.S.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37008

Dictated en route to Ottawa,
October 5, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

I have thought several times of writing you about a little book I wrote some years ago, entitled "The Secret of Heroism". It was published by The Fleming H. Revell Company, New York, and went through a couple of editions. I received the plates from The Revell Company a few years ago, and have them here at Ottawa. They are mine to use as I like.

It has occurred to me that, having the position I now hold, there are many persons in Canada who would gladly purchase this book were copies available. It was splendidly reviewed, both in American and English publications, at the time it came out. I have wondered several times of late whether it might not be worth while, just for the sake of the message which the book has for young men, to have another edition published. I have also wondered whether you would be willing to undertake it, should I supply you with the plates, and be content with a very small royalty. There would only be, as far as you are concerned, the cost of paper, printing, and binding.

The book is just 161 pages, and it ought to be possible to have it sell at $1.00 or $1.25, and give a fairly decent profit. If you would consider the matter at all, please let me know. It is the kind of book I think would be particularly acceptable to boys and young men as a Christmas gift.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37009

I have just returned from Prince Edward Island, where I have accepted the nomination of Prince County for the Federal Parliament. If you have not already had supplies of "Industry and Humanity" sent to the Island, I think if you would undertake to write any of the firms that carry books there, you would receive a number of orders for Christmas sales. I might suggest your writing to the firm of R. T. Holman, Limited, Sinclair & Stewart, Limited, and Brace, McKay & Company, Limited, at Summerside. These three are large departmental stores which carry a limited number of books. There is also McLellan's, a regular book store.

Might I suggest that were you to send to the Hon. F. J. Nash, Managing Editor of the "Patriot", Charlottetown, a copy for review, I am sure he would give the book a column or more in his paper. Mr. Nash is a member of the local Legislature, and an enthusiastic supporter, and would do anything in his power to further the sale of the book.

I hope you are going to try to give "Industry and Humanity" a Christmas sale. With the strike situation what it is in England, and the attention my own work is now receiving, it should be possible to further the sale considerably. The book being the kind it is, you are not likely to run any risk of having a surplus stock on hand, even if copies are not immediately disposed of. I should be glad if you would let me know what the promise is of future sales.

With kind regards,

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37010

The Roxborough,
Ottawa, October 11, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

I enclose a copy of a letter I have sent to The Hunter Rose Company, with reference to the subject of our conversation a day or two ago.

I shall expect to hear from you concerning the agreement between us. Speaking of royalty, nothing was said of Author's copies. I presume you will be willing to allow Author's rates, and also the usual number of complimentary copies. Do, however, in this matter as you think best.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37011

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Oct. 14th, 1919.

Hon. W. L. Mackenzie King
c/o The Roxborough
Ottawa, Ont.

My Dear Mr. King:-

Replying to your letter of the 5th, and confirming our conversation in Ottawa, I will be very glad to publish a new edition of "The Secret of Heroism" at $1.25 list and allow you a royalty of 10% of the retail price.

It is likely that I will print a couple of thousand to begin with and bind them as we need them, so if you will kindly send the plates to Hunter Rose & Company by express, I will get busy right away on this.

As suggested in your letter, I will write to the different firms mentioned in Prince Edward Isle and send a review copies to Hon. F. J. Nash.

I was very glad to have had the pleasure of seeing you in Ottawa, and with kindest regards, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37012

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Oct. ,25th, 1919.

Mr. F. A. MacGregor
c/o W. L. Mackenzie King
The Roxboro,
Ottawa, Ont,

Dear Mr. MacGregor:-

Just a line to ask you for a little review or write up that you may have in your files on "The Secret of Heroism" as we want to get some advertisements in shape.

I would like to receive this on Tuesday if possible for I am preparing Ads for the Montreal Star, Christian Guardian and the Bookseller & Stationer, etc.,

Thanking you and with kind regards, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 27, 1919

Mr. Thomas Allen,
215-219 Victoria Street,
Toronto, Ontario.

My Dear Allen:

I enclose some appreciative reviews of the "Secret of Heroism", which came out at the time the book was published. You will see they include references from the London Spectator, the London Times, the Westminster Gazette, etc., etc. From these reviews you should be able to get excellent material.

Please do not let this little pamphlet out of your possession as thus far I have been unable to find other copies. If I come across others, I shall gladly send additional copies. If I fail in this, however, I should like to have this one enclosed, returned.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, October 27, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

My dear Allen:

The enclosed telegram from the Editor of the "Times", Victoria, B.C., speaks for itself. I hope your representative is seeing that the West, as well as the East, is being supplied with copies of "Industry and Humanity".

I wish you would send a copy to the Editor of the "Times". It is doubtless being requested for purposes of review, and as such no doubt you will be agreeable to having it supplied for this purpose. If, however, you feel I should make payment for the copy, I would be pleased to have it charged to my account, as I should not care to ask Mr. Nicholas to make payment.

Let me thank you cordially for sending me a copy of the Fourth Special Canadian Edition. The volume has a fine appearance, and the "Fourth Edition" makes good advertising.

Again let me say I hope you will make sure that a sufficient stock is kept on hand to meet the special demand that is likely to come in the Christmas season. The telegram from the Editor of the Victoria "Times" indicates that the book has evidently been referred to in the political discussions pertaining to the present by-election in Victoria. There is bound to be a good deal of this kind of advertising, and the demand for the book in that connection is certain to be a sure one. I feel you are taking no risks in making sure of an ample supply.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I shall try to get off a line to you on the Nasmith book just as soon as the present session of Parliament is over. At the moment I have not a minute to spare.

Please accept my sincere thanks for the congratulations conveyed with the copy of the book.

With all good wishes,

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37016

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Oct. 29th, 1919.

Hon. W. L. Mackenzie King
c/o The Roxboro
Ottawa, Ont.

My Dear Mr. King:-

Thanks for your letter of the 27th, and I have sent a copy of "INDUSTRY AND HUMANITY" to the Editor of the Times, Victoria B.C. If the dealers in that City are out of stock, they have them on the way. I do not think that it did any harm to be out of stock of your book for a couple of weeks for it enabled us to get larger orders from some of our Customers on the strength of being sold out, but will take good care in future to have plenty for all requirements.

I hope soon to report that the Fifth edition is on the way.

Yours very truly,

THOMAS ALLEN.

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37017

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Oct. 30th, 1919.

Hon. W. L. Mackenzie King
c/o The Roxboro
Ottawa, Ont.

Dear Mr. King:-

You will be interested in hearing that I have just ordered another thousand copies of "INDUSTRY AND HUMANITY" which will make the Fifth large Canadian edition.

I am ready to go ahead with the Jacket of "Secret of Heroism" and if you still think it would be a good idea to put your photo on the Jacket I will be glad to do so. Perhaps you have a small cut that you could mail me.

Many thanks for your letter of the 27th, enclosing"some appreciative reviews" which will be very useful and I will return the booklet to you.

With best regards, I remain,

Yours sincerely,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37018

The Roxborough,
Ottawa, November 1, 1919

Mr. Thomas Allen,
219 Victoria Street
Toronto.

Dear Mr. Allen:

I think it would be as well, in the preparation of the jacket for "The Secret of Heroism", to have it made up without rererence to the photo. I have not yet had one to my liking, and I shall not be able to have a sitting till the present session of Parliament is over. That may be a week hence.

I am delighted to hear you have ordered another thousand copies of "Industry and Humanity".

Let me thank you also for sending a copy of "Industry and Humanity" to the Editor of the Victoria "Times".

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37019

T. D. FORM 2 B

Canadian Pacific Railway Company's Telegraph

READ THE NOTICE AND AGREEMENT ON THE BACK

J. McMILLAN, Gen. Supt., Winnipeg, Man.
J. F. RICHARDSON, Supt., Vancouver, B.C.
R. N. YOUNG, Supt., Calgary, Alta.
D. COONS, Supt., Moose Jaw, Sask.
E. M. PAYNE, Supt., Winnipeg, Man.
W. J. CAMP, Assistant Manager, Montreal, Que.
D. H. BOWEN, Supt., Sudbury, Ont.
W. MARSHALL, Supt., Toronto, Ont.
F. J. MAHON, Supt., Montreal, Que.
W. M. GODSOE, Supt., St. John, N.B.

JAS. KENT,
Manager Telegraphs, Montreal.

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

Send the following Message, subject to the terms printed on the back hereof, which are hereby agreed to:

Ottawa, November 8, 1919

Thomas Allen,
219 Victoria Street,
Toronto, Ontario.

Would suggest for use on jacket for "Secret of Heroism" cut of Sir Galahad monument to be so described as in front of Parliament Buildings, Ottawa. I believe cut is with other material sent Hunter Rose Company.

W. L. Mackenzie King.

D. H. Pass No, 262.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37020

The Roxborough,
Ottawa, November 10, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

With reference to Mr. King's wire of the 8th instant regarding the jacket of the new edition of "The Secret of Heroism", I enclose a copy of the outside cover which was used on the edition published by Revell some years ago. This indicates the use made at that time of the cut of the Sir Galahad statue in Ottawa, and may be suggestive.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37021

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Nov. 10th, 1919.

Hon. W. L. Mackenzie King
c/o The Roxboro
Ottawa, Ont.

Dear Mr. King:-

Your wire received just in time to make the change in Jacket. I will send you a proof as soon as it is ready.

With kind regards, I remain,

Yours sincerely,

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37022

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Nov. 10th, 1919.

Hon, W. L. Mackenzie King
c/o The Roxboro
Ottawa, Ont.

Dear Mr. King:-

We have just been advised by Hunter Rose & Company that the cut of the Monument of Sir. Galahead which you would like us to use on the Jacket of "Secret of Heroism" and also the cut of the frontispiece of Henry H. Harper, are not enclosed with the book plates.

As this book is already on the Press and we were counting on having it ready in the course of a few days more, we will be glad if you will advise us where we can locate these two cuts as we would not like to have any delay in getting the books.

Thanking you, we are,

Yours very truly,

THOMAS ALLEN.

T. Allen

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37023

The Roxborough,
Ottawa, November 12, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto, Ontario.

Dear Mr. Allen:

Your letters of the 10th instant have been received in Mr. King's absence from the city. I expect Mr. King will be in Washington during the next few days. Meantime, I have made a search for the small cut of the monument of Sir Galahad and the cut of the frontispiece of Henry H. Harper, but so far have been unsuccessful in locating either. If I am able to find these cuts, I shall send them on to you at once.

Would it not be possible to make another cut from the print of the photograph appearing as the frontispiece? If this is of too coarse screen, I could have the photographer (Topley of Ottawa) make another print of the picture, if they still have the negative. I presume you could have the autograph reproduced from the signature as it appears now. If you think it well to follow this latter course, I wish you would wire me tomorrow, and I shall put the matter in hand immediately.

Since you have not mentioned it, I suppose the printers must have the cut of the monument of Sir Galahad which appears opposite page 18 in the book.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37024

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

November 11th. 1919

Mr. F. A. McGregor,
c/o Hon. W. L. Mackenzie King,
The Roxborough,
Ottawa, Ontario.

Dear Mr. McGregor,

Your letter of the 10th with jacket enclosed, received to day for which we thank you.

You have no doubt received our letter of yesterday saying that The Hunter Rose Co have not founf the cuts of Harper, for frontispiece and the monument of Sir Galahead, for the jacket, we had already drawn up a copy for the jacket and have just received a proof, which we enclose herewith.

Since the cut was used on the former jacket don't you think that it might be as well to make use of these excellent reviews on this one? These are some reviews which we picked out of the booklet which you sent us some time ago.

We will be glad to hear what you think of the enclosed jacket by return mail so that we may get it rushed through.

It is a pity that the cut of Harper should have been omitted when the other plates were sent to the printer for if we cannot get it here pretty quickly now we will have to bind up the books without it.

Again thanking you and with best wishes, we are,

Yours sincerely,

T. Allen

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37025

The Roxborough,
Ottawa, November 14, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

I have had a talk this afternoon with Mr. Fred W. Rose, of The Hunter Rose Company, with reference to the proof of the jacket sent with your letter of the 11th.

I confess I found it difficult to become enthusiastic over the design submitted for the jacket, and was glad to have Mr. Rose's view confirm my own. Mr. Rose thought it might be possible to remove the heavy appearance of the cover by the use of a small cut of the Sir Galahad monument which could be made from the print of the photo opposite page 18. He agreed that there was too much type on the front page. The quotations from the reviews are splendid, but to save the appearance of the page they would have to be reduced in number, or in size of type, or else transferred to the back cover. Mr. Rose promised to take the matter up with you and with the printers.

I have taken it on my own responsibility to suggest some change, because I feel quite sure Mr. King would not be satisfied with the appearance of the proof as submitted.

Mr. Rose is also going to take up the matter of reproducing the photograph from the cut as it appears in the book, if indeed this has not already been done.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I hope it will not hold up the publication of the book to have a further proof of the jacket submitted. Mr. King will be here probably Tuesday or Wednesday, and I know would like to have a chance to see a proof before printing is gone ahead with.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37027

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Nov. 15th, 1919.

Mr. F. A. MacGregor
c/o Hon. W. L. Mackenzie King
c/o The Roxboro
Ottawa, Ont.

Dear Mr. MacGregor:-

Your letter of the 14th, just received and we have also just had a call from Mr. Fred Rose.

When the proof of the Jacket was sent to us we told Mr. Popham of the Hunter Rose Company, that we considered the type matter very much too large, but his opinion was that it was alright the way it was set and he asked us if we would forward it to you without comment to get your criticism.

The reason we put the extracts from the reviews on the jacket in preference to the cut was that we believe that these have a much greater value from a selling stand point. The ones we chose, Ralph Connor who is a well known Canadian, the Christian Work, and one from New York and one from England, and as this is an new Edition of an old Publication, these will have a very great value.

Hunter Rose Company have been unable to find any trace of any of the cuts used in the previous Edition, so we will have to have the photograph of which you spoke, to make a good reproduction for the frontispiece, but the cut of Sir Galahad which is opposite page eighteen, will reproduce fairly well. In event of the photograph of Harper not being obtainable we might use the Monument as a frontispiece.

Mr. Rose is having the Jacket reset and has promised us a proof Monday, so we will get this off to you without delay and we believe that when you see it with the extracts set in small type that you will probably see it in the same light that we do.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37028

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Nov. 15th, 1919.

Mr. F. A. MacGregor
The Roxboro
Ottawa, Ont.

2nd.

We note that you expect Mr. King to be in Ottawa Tuesday or Wednesday so he will probably be there when the proof arrives.

Thanking you and with best wishes to both Mr. King and yourself, we are,

Yours sincerely,

T. Allen

P.S.

We have been wondering whether there is any chance of Revell still having these cuts in their possesion, if so, and we could get them here in time it would save having to make the new ones.

T.G.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37029

The Roxborough,
Ottawa, November 17, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

Your letter of the 15th came to hand this morning.

Mr. King has wired that he will be in Ottawa tomorrow. Until I speak with him, I shall not send the one copy he has of the Harper photograph. It is an autograph copy which he greatly values. Under the circumstances, he may be willing to have it used for the purpose. If he agrees to have it sent, I know you will see that every care is taken of it.

I shall write further tomorrow.

Sincerely yours,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37030

The Roxborough,
Ottawa, November 19, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

No. 8,887

Dear Mr. Allen:

I have had Topley print off another copy of the Henry A. Harper photo, and enclose it herewith. Mr. King is counting on the printers being able to reproduce the autograph which appears underneath the photograph in the book.

The revised proof of the jacket has not come in to-day's mail. As soon as it is received, Mr. King will look it over and have it returned.

Yours sincerely,

Private Secretary.

P.S. - I have written the Revell Company asking them to send the cuts to you if they have them in their possession.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37031

The Roxborough,
Ottawa, November 20, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

When at Queen's University some weeks ago, Professor Skelton told me that, with the beginning of the New Year, "Industry and Humanity" would be placed upon the curriculum of the University as a text book. I imagine if you were to communicate with Professor Skelton forthwith, you could get from him the kind of assurance which would enable you to deal satisfactorily with the matter.

At the same gathering, Dr. Cody spoke to me with the utmost appreciation of the book. I think you could have him urge its adoption as a text book at Toronto University. Perhaps, too, were you to see Professor Mavor, or, better still, MacIver, either of them would give you a line which would be helpful. I found, when in the United States last week, that several of the universities were putting the book on their curricula.

-- I am sending an appreciative review, written by Mr. Nash of the Charlottetown "Patriot", to whom you kindly sent a copy of "Industry and Humanity" some days
-- ago. I am also sending a copy of the "Standard", published by the American Ethical Union, of New York, which has a splendid article on the book by Alfred W. Martin. He, by the way, is giving a series of lectures under the auspices of the American Ethical Union, on the five vital books of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37032

the year. "Industry and Humanity" is among the number. Now is the moment to push the sale for all it is worth.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37033

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Nov. 22nd, 1919.

Mr. W. L. Mackenzie King
c/o The Roxboro,
Ottawa, Ont.

My Dear Mr. King:-

Many thanks for your letter of the 20th, and I am very glad to hear that "INDUSTRY AND HUMANITY" will be placed on the curriculum at Queens University as a text book.

I am sorry that the plates which you shipped to Hunter Rose on "The Secrets of Herioism" were not complete for it is going to make it rather late getting the book out this season.

There has been a little lull in the sale of "INDUSTRY AND HUMANITY" and I do not know whether we can blame the Farmers for it or not. We are advertising it and will feature it for a Christmas book as much as possible.

That certainly was a great Editorial in the Charlottetown paper. I am taking it with me to Winnipeg on Monday where I am going to spend next week and will be at the Royal Alexander Hotel, if there is anything you want to write me about there.

I received Mr. MacGregor's note of the 19th, enclosing photograph of Mr. Harper and note that he has written to Revell for the other copies.

With very kind regards, I remain,

Yours sincerely,

T. Allen

T A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37031

The Roxborough,
Ottawa, November 26, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

In looking over your letter of the 22nd again, Mr. King gathers you may possibly be holding up the publication of "The Secret of Heroism" until the cut of the Sir Galahad monument is received from The Fleming H. Revell Company. It would be very much better, he believes, to proceed with publication by having a cut made from the print which now appears in the book. I understood Mr. Fred Rose to say that it would be possible to reproduce from this.

Perhaps you would send a line just to say how the matter stands, or, better, how it is proceeding.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37035

THOMAS ALLEN
PUBLISHER
215-219 VICTORIA STREET
TORONTO

Dec. 3rd, 1919.

Hon. W. L. Mackenzie King
c/o The Roxboro
Ottawa, Ont.

My Dear Mr. King:-

I sent a copy of "INDUSTRY AND HUMANITY" to Mr. Chapman, The Bookseller & Stationer in Montreal, to hand to Mr. Steven Leacock, with the idea of getting it on the Curriculum down there.

This morning I am in receipt of a letter from Mr. Chapman enclosing one from Mr. Leacock.

> "Please convey to Mr. Allen my very best thanks for Mackenzie King's masterly book. This publication places another laurel upon a brow already pretty thick with them. I feel like saying to him, "Almost Thou dost persuade me to be a Liberal".
>
> Yours sincerely,
> Steven Leacock.

With best regards, I remain,

Yours very truly,

T. Allen

T.A.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37038

Ottawa, December 6, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

Mr. King thinks you will be interested in the enclosed editorial from "The Catholic Record" of November 29th, which is in the nature of a review of "Industry and Humanity". I am keeping another copy of the editorial for my records here.

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37037

Ottawa, December 18, 1919

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

Dear Mr. Allen:

Mr. King would be glad of a line from you to let him know what progress is being made in the matter of the publication of the new edition of "The Secret of Heroism". He is disappointed that it could not have been on the market for the Christmas trade; or at least there are no signs of it in the Ottawa bookstores.

With kind regards,

Believe me,

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37038

Ottawa, December 29, 1919

Dear Mr. Allen:

It is exceedingly kind of you to have sent me, as a Christmas gift, the copy of "Canada's Hundred Days", which I have received from you, and on the publication of which you are to be greatly congratulated.

It will help to reveal my appreciation of your gift when I mention that, in trying to think of some book that would be of special interest to Mr. McGregor, in the light of our associations during this memorable year, I chose this particular volume. We spent together, as I think I told you, some eight days going over the very battle-fields described in the volume. It is therefore with exceptional interest that I look forward to the enjoyment of your gift as soon as I may have opportunity in the way of leisure moments to permit of the perusal of its pages.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37039

Let me thank you also for remembering my wish to have a photograph of my Canadian publisher. The one you have sent is particularly good, and I am glad to have it to add, not only to my collection of distinguished Canadians, but also to the photographs of deeply valued personal friends. I thank you very heartily for this gift as well.

With the very best of wishes for your success and prosperity in the New Year, and for much of "health and peace and sweet content" as well.

Believe me,

Very sincerely your friend.

Mr. Thomas Allen,
219 Victoria Street,
Toronto.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37040

The University of Minnesota
College of Science, Literature, and the Arts
Minneapolis

DEPARTMENT OF POLITICAL SCIENCE

October 30, 1919.

Hon. William Lyon Mackenzie King,
Ottawa, Ont., Can.

My dear King:

Let me congratulate you most heartily on your succession to the Liberal leadership and your recent return to Parliament. All the members of '95 feel justly proud of the distinction which you have brought to our class. We may well be proud of the records of Greenwood and yourself.

I was especially pleased at your success in committing the Liberal party to a thoroughly progressive platform. There is no future for liberalism, either in Canada or elsewhere, unless it stands for a readjustment of our present economic order on the basis of social justice. If you can carry through your platform, you will have conferred a boon not on the people of Canada alone, but on the world at large. I know right well that it will require a tremendous struggle to put such a program through, but I have every confidence in your ability and idealism. We are all looking for still greater things from you in the future.

In the course of your travels, you must often come West. Be sure to travel via Minneapolis some day and stop off here. I should like very much to have you become acquainted with some of the men in this institution.

With kindest regards,

Sincerely yours,

CDA-VA

Capts A. Aclin.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37041

The Roxborough,
Ottawa, November 15, 1919

Professor Cephas D. Allin,
Department of Political Science,
The University of Minnesota,
Minneapolis, Minn.

Dear Sir:

Your letter of the 30th ultimo, addressed to Mr. Mackenzie King, was received toward the close of the recent session of the Canadian Parliament, when sittings were being held morning, afternoon, and evening, with not a moment for correspondence of any kind. Immediately after prorogation of Parliament, Mr. King was called to Washington in connection with the sessions of the International Labor Conference.

I expect Mr. King will return to Ottawa some time during the coming week, when your letter will be one of the first he will wish to reply to. Meanwhile, I am sending this acknowledgment to let you know of the receipt of your letter and of the circumstances which account for the delay in sending an answer.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37042

Ottawa, 25th November, 1919

My dear Allin,

Your kind letter of October 30th has given me much pleasure. I appreciate exceedingly your thought in writing, and equally the expression of your continued confidence and good will.

I agree entirely with you that a readjustment of our present economic oder on the basis of social justice must be the fundamental aim of Liberalism. The tendency of the electorate to break into radical sectional groups is a natural reaction from the autocratic and reactionary attitude assumed by governments during the period of the war. While for the moment these movements are in the nature of cross-currents and, as such, are a little disconcerting, I feel sure that it will not take long for time to demonstrate that the progressive elements in society must combine in one strong, broad, national force, sufficiently liberal to unite one and all in a forward progressive movement. To so unite the various progressive elements would appear to be part of the work of Liberalism in the near future.

May I reciprocate your kind invitation to me to stop at Minneapolis, by saying that I much hope, if you are in the vicinity of Ottawa at any time, you will give me the pleasure of renewing our friendship of former years.

With kind regards and all good wishes,

I remain

Yours very sincerely,

Professor C.D.Allin
The University of Minnesota,
Minneapolis. Minn.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37043

PRESIDENT
L.S. Rowe, University of Pennsylvania
VICE PRESIDENTS
Carl Kelsey, University of Pennsylvania
Charles William Dabney, University of Cincinnati
David P. Barrows, University of California

SECRETARY
J.P. Lichtenberger, University of Penna.
TREASURER
Charles J. Rhoads, Philadelphia

AMERICAN ACADEMY OF
POLITICAL AND SOCIAL SCIENCE
PHILADELPHIA
WEST PHILA. STATION

April 12th,
1 9 1 9.

My dear Sir:

While communicating with Mr. S. W. Michener, Secretary of the Canadian Peace and Arbitration Society, he suggested that you might be interested in the forthcoming Annual Meeting of the Academy, to be held in Philadelphia on Friday and Saturday, May 2nd and 3rd. I hope it may be possible for you to be in Philadelphia at that time to attend these meetings, as we believe you will find the discussions of interest and value.

I have pleasure in enclosing herewith a program together with card which will admit you to all sessions.

Very sincerely yours,

Carl Kelsey

Acting President.

Hon. W. L. McKenzie King,
Ottawa, Canada.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37044

The Roxborough,
Ottawa, April 30, 1919

Mr. Carl Kelsey,
American Academy of Political and Social Science,
University of Pennsylvania,
Philadelphia, Pa.

Dear Sir:

I regret that, as I am sailing for England on Saturday May 3rd, it will not be possible for me to attend the Annual Meeting of the American Academy of Political and Social Science to be held in Philadelphia on the 2nd and 3rd instant.

I thank you very cordially for the invitation extended, and for enclosing me a copy of the program.

Yours very truly,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

The Roxborough,
Ottawa, May 13, 1919

The Secretary,
American Alliance for Labor and Democracy,
280 Broadway,
New York.

Dear Sir:

Before leaving Ottawa last evening for England, Mr. Mackenzie King asked me to let you know that he expects to be absent from Ottawa for some months, and to suggest on that account that it would be well to have discontinued the series of special articles with which he has been favored during recent months. Mr. King has appreciated the kindness of your organization in keeping his name on your mailing list for this material, but he feels no good purpose would be served in having your special news service continued during his absence.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37046

HAROLD S. BUTTENHEIM *PRESIDENT*
JAMES O. STEVENSON *SECRETARY*

LUCIUS E. WILSON *VICE-PRESIDENT*
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EDGAR J. BUTTENHEIM *TREASURER*
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CAMPAIGN MANAGERS
THE VICE-PRESIDENTS
AND
J. CLIFFORD R. FOSTER
JAMES T. BEGG
C. W. OTTO
CHARLES A. SIMMONS
LEWIS BUDDY
D. H. McFARLAND

AN AGENCY FOR INCREASING THE EFFICIENCY
OF COMMERCIAL AND CIVIC ORGANIZATIONS

The American City Bureau
WITH WHICH IS MERGED THE
TOWN DEVELOPMENT COMPANY
Tribune Building, New York

ASSOCIATE DIRECTORS
C. T. BOYKIN
WILLIAM A. SEARLE
FRED A. RICHARDSON
SAMUEL WILSON

CONSULTANT
WILL L. FINCH

DIRECTOR OF RESEARCH
WAYNE D. HEYDECKER

February 14, 1919.

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

Dear Sir:-

"Can you find us a speaker for our next annual dinner--a big man to speak on Reconstruction?"

This request is typical of many which the American City Bureau receives almost daily from Chambers of Commerce and other community associations in all parts of the country. The inquiring organizations generally have a very definite end in view for their meetings. They provide audiences of business and professional men ranging from fifty to fifteen hundred.

Men of your standing are particularly in demand, and your leadership is needed to maintain confidence and inspire a really constructive public opinion. We appreciate that you are busy, but believe you will be willing to aid personally, in this way, the chief exponents of Americanism in our commercial and industrial communities.

Please advise if you are in a position to accept invitations to speak; your preference as to time, locality and subject; and whether there are others in your organization who will also fill engagements of this character.

The American City Bureau makes no charge for its services in this connection and will heartily appreciate your cooperation in helping to supply the heavy demands of the organizations above mentioned for speakers.

Very truly yours,

J. O. Stevenson

JOS/GS

Secretary.

ORGANIZATION ACB SERVICE

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37047

The Roxborough,
Ottawa, February 24, 1919

Mr. J. O. Stevenson,
Secretary, The American City Bureau,
Tribune Building,
New York.

Dear Sir:

Your communication of the 14th instant, addressed to Mr. Mackenzie King, has been received.

Unfortunately at the moment Mr. King's time is so much taken up with matters of an urgent nature that he is prevented from sending a personal reply. He has asked me to express his regret on this account, and in acknowledging your communication to let you know that he will be glad to keep in mind the request you have made. The stress of other work at present and in prospect will make it impossible for Mr. King himself to consider just now any addition to the number of his engagements; but should there come to his attention names of speakers who might address meetings of the character you mention, it will be a pleasure to him to communicate with you.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

√ INDUSTRIAL RELATIONS.
37048

The Roxborough,
Ottawa, March 14, 1919

Mr. F. J. Mous,
President, The American Sash and Door Company,
Kansas City, Missouri.

Dear Sir:

Mr. Mackenzie King has learned with interest of the adoption by your Company of a plan of representation of employees. If copies of this plan are available for distribution, Mr. King would greatly appreciate it if he could be favored with two or three copies.

Mr. King is absent from the city at present; but if sent to the above address, any communication will be duly forwarded to him.

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓ INDUSTRIAL RELATIONS.

3.015

American Sash and Door Company

KANSAS CITY - ST. JOSEPH

Kansas City, Missouri

March 17, 1919.

Mr. F. A. McGregor,
Private Secretary to W.L.Mackenzie King,
The Roxborough,
Ottawa, Kansas.

My dear Mr. McGregor:

Replying to yours of March 14.

I am pleased to enclose herewith two copies of pamphlet outlining plan in operation at the Kansas City plant of this Company.

We believe this to be the only concrete answer to the all-absorbing question of a fair and equitable division as between Labor and Capital.

After Mr. King has had an opportunity to study this plan, will be pleased to have any suggestions or criticisms he may have to offer.

Yours very truly,

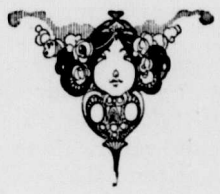
FJM:HG

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37050

Co-Workers and Capital — Their Relation at the Plant of American Sash & Door Co. Commencing January 1 1919



AMERICAN
SASH *and* DOOR
COMPANY
KANSAS CITY, MO.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

CO-WORKERS AND CAPITAL – THEIR RELATION AT THE PLANT OF AMERICAN SASH & DOOR CO. COMMENCING JAN. 1st, 1919.

With the coming of peace and the passing of autocracies, the long suffering peoples of other Nations are delirious with their understanding of freedom and self-government. They readily accept the teachings most agreeable, which includes the getting of something for nothing and other similar destructive doctrines of Bolshevikism, I. W. W. and the like, which unless checked will end in anarchy and destruction to rich and poor alike. The lure of possession without effort, appeals to the unthinking and vicious and those of anarchist tendencies, of which there are more or less in all countries, including our beloved America, so that while we today can confidently look to the future, rich in opportunity, it is fraught with grave responsibility, if we are to avoid the turmoil that will surely follow a stupid or indifferent attitude toward the new order of things.

Legislation.

Wise governmental policies, will of course, be helpful, but the most beneficial laws count for naught before Bolshevikism, I. W. W., and red-handed anarchy. Such teachings readily find lodgment in the minds of the natural outlaw which constitutes an inconsiderable part of our population and therefore not difficult to control.

Unfortunately, however, there are two other classes of good citizens that constitute a large percent of our total population, who are susceptible more or less to any influence that they may be persuaded will be helpful to them.

Men with a Grievance.

First, we have the unthinking man, who is not trained or inclined to reason, and who falls for anything that sounds good to him. Next, we have the man with a grievance. It matters not whether it is real or imaginary, he will absorbe poisonous doctrines and be a hothouse for the propaganda of discontent and misunderstandings.

The situation is such as to call for judicious and prompt action on the part of thoughtful men **in whatever capacity they may serve and in all walks of life.**

So long as it is possible for selfish and unscrupulous men to profit by the misunderstand-

ings of others, just so long will there be those who will seek to encourage class prejudice and conflict where harmony should prevail.

Good Morals Vesus Bad Morals.

With the coming of peace among Nations, let us strive for a lasting industrial peace at home, by bringing about within our own establishments understanding, that makes for efficiency and good will, to the end that arrogant employers and undeserving employees, may be relegated to the position they should rightly occupy. The responsibility for curing these evils does not rest with Labor alone, nor Capital, but both, it is good morals versus bad morals, and right thinking men and women in every Station of life must combat these vicious influences with all of their reason and might.

Arraying of Capital and Labor.

Labor and capital have been the subject of more thought and discussion, and strife, than any other problem affecting our industrial and national life. Every worker from the highest salaried official to the cheapest clerk are concerned in knowing that his or her salary is in keeping with the service rendered, and the mere suspicion on the part of a worker that he or she are not getting their just dues is a misfortune to employer and employee as it breeds discontent and disloyalty, and when such suspicion, either through misrepresentation, ignorance or actual knowledge develops to conviction, real antagonism is sure to follow. The arraying of capital and labor (one of the blackest of all crimes), has been the means of electing many selfish political demagogues to positions of public trust, and this will continue until such time as the interest of the employer and employee are made mutual in the full sense of the word.

The Highest Civilization.

The purpose herein being to outline what I believe to be the true relation of labor and capital, with their respective obligations, privileges and rights. **The highest civilization is under that form of Government which insures the greatest measure of security and incentive to individual effort and pursuit of happiness, and the security of property rights, as well as the rights of the individual, is the only means by which these blessings are made possible. Thus property, (which is capital), is the hand-mate of industry and progress.**

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

By nature's great law of equal reaction, we can help ourselves only by helping others, and whatever we do to harm others will react to harm us. This is not a dream, but an absolute fact and the quicker we all recognize it the better it will be for all of us.

Upon the men of America today rests a great responsibility. There are grave problems to be met and if we are passive and permit them to work **themselves** out, the road will be a rough one. Far too much time and money is being lost in conflict between labor and capital. Each are dependent upon the other, and there must be a way of reconciling the differences by arriving at a basis so manifestly fair and just as to forstall the ill feeling ingendered by such controversy, and to that end I herewith outline a plan that I have for years believed to be fundamentally sound and practical.

Reference to any comprehensive system of cost accounting will show a great number of divisions and sub-divisions and accounts for the purpose of determining the cost of various materials and operations, and yet in the last analysis all of these accounts are embraced in two factors, namely: labor and capital.

Capital.

CAPITAL is real estate, buildings, machinery, merchandise and everything except labor that must be supplied for the business, including the money necessary for the proper conduct of the business, all of which is investment or factor supplied by capital.

Labor.

Some people would have us believe that the only honest labor is that which comes by the sweat of the brow , but in many cases, the preachers of this doctrine have never worked with their hands or produced anything of benefit to the human race. They have fleeced their own pockets while they have stirred up hatred and prejudice that should never exist. **Labor is the factor supplied as result of human effort, whether mental or physical and each worker should receive reward in the exact degree that such effort and qualifications contribute to the success of the business.** Note I do not suggest that returns to the worker should be in proportion to his physical capacity, but that it shall be in the proportion that his qualifications and effort make for the success of the undertaking, and this includes labor in every capacity, from man-

agement to the office boy. **It is wrong to attempt to divide labor in two classes, mental and physical.** The man that performs the most menial labor may have little mental capacity and his work is mostly physical. The man above him may perform less physical and more mental labor, and so on up to the highest salaried man in the business. It is simply a question of degree, but each worker is supposed to receive remuneration **in keeping with what his worth is to the business.** There should be no confusion on this point.

The worker that performs manual labor envies the office man, who sits in his swivel chair all day, while the office man who really knows what brain fag means, says how delicious to be physically tired, and both feel that they are underpayed.

If it were practical to reward labor purely upon a physical basis, a worker's worth would be in proportion to his strength, but an organization involves workers of various qualifications, each doing their share with brains or hands or both in what should be common cause.

Correct Relation.

With this as a basis, let us next arrive at a definite and just division of the returns to capital and labor as a result of combining the two forces. There can be but one equitable division, and that is; **each should participate in the results in the exact proportion that it has contributed.** If capital is used in a business venture, it is only right that it should be paid a rate of interest equal to that which it could command if employed in some other investment, and labor employed in the same business, should be paid the same wage it could command if employed elsewhere, or that labor of equal quality could be obtained. **In this way, we have an equitable, definite basis establishing the cost of capital and labor employed, and an equally definite basis for the apportionate of any returns to the business in the way of profits, which should be divided between labor and capital in the exact proportion that each have entered into the cost of the product.**

To illustrate: If the total capital employed in a business is $100,000.00,total product of such business, $100,000.00 total payroll, $25,000.00, total net profit (after paying all labor and 6% on capital employed), $10,000.00. In that case, labor having furnished $25,000.00, or one-fifth of the total capital is entitled to one-fifth of the profit, or $2,000.00, which would equal 8% of the wages received during the entire year. This to be paid,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

not as a bonus or gift, but as labors right, which would mean the worker who has earned $1200.00 during the year will receive additional at the end of the year an amount equal to 8% on $1200.00, or $96.00, and any returns more or less, will of course, be distributed in the same manner.

Lean Years.

In the past, most businesses have had lean years, when actual loss has resulted, and lean years may come again, and it must be understood that in such case the situation might be such that at the end of the year the Company might not be in a position to pay the established interest rate for the use of capital, and in that event, such interest due shall be cummulative. That is to say, it shall be paid from the first earnings before any additional amount shall be paid to labor over and above the regular weekly wages, which of course, will have been paid from week to week.

Thus we have labor and capital entering into compact, each to be employed at their market value and sharing in the returns. Nothing complicated or difficult to understand about this. It is simple because it is right, and can leave no question in the minds of any fair minded man as to whether labor is getting its fair proportion. If labor receives a greater proportion than all of **the profit on that part of the cost of the product which it has furnished, it is a gift. If labor receives less it is not getting its just dues.**

It is generally known that employees remaining with a Company but a short time are a source of expense rather than a profit to the Company. Hence any additional amount to be paid to labor at the end of the year will be apportioned among the employees who have remained with the Company continuously or at different intervals aggregating a total of six months during the year.

Public accountants will audit the books of the Company at the close of business, December 31st, 1919, and as soon as the results are announced, all employees of the Company will receive any dividends in cash that may be due him or her as set forth above.

Here I wish to state that while we feel hopeful that we may be able to distribute annually a handsome sum to the employees of the Company, and nothing would afford me greater pleasure, we do not hold out any false hopes. **As stated, we have had many lean years when no dividends have been paid our stockholders, but under this plan, labor is sure of its returns from week to**

week so long as the Company can meet competitive conditions, and whether or not labor receives an additional return will depend very largely upon the degree of cooperation.

We announce this policy, knowing full well that there will be those among our employees as there always is among all large numbers of men, who will not appreciate the spirit of fairness in this proposition, but we have determined that this shall not deter us in what we conceive to be our duty. We shall rely upon the loyal workers assisting the management in the elimination of the laggards and the unworthy.

We are also aware of the failure of many profit sharing plans, which include some that are inspired by the most generous motive, and it is these failures and the feeling on the part of those who have made similiar attempts, that their motives were misconstructed and not appreciated that has had the effect of discouraging others from working out a profit sharing arrangement. My belief is that failure has been due, in most instances, to the fact that such plans have not been fundamentally sound; where an honest attempt at distribution between capital and labor as their interests appear, by ascertaining the extent to which each have contributed as herein provided, dividends have been paid gratuitously as a gift, which is unsatisfactory to any self-respecting man.

Many profit sharing plans have been conceived in selfishness and doomed to failure. In an effort to bring about a greater degree of cooperation, various plans are being offered by men high up in the industrial world, such plans presenting really meritorious features, but to my mind do not meet the situation. **The first step is to establish a definite basis so that labor, as well as capital, will know that each will receive that part of the returns to which it is entitled.**

Shop Committees.

I shall not at this time outline a set plan for the creation of shop committees, for the reason that while all businesses have some of the same situations, each business has its own problems, but certain it is, that each organization should have thoroughly wide awake committees to deal with the various questions necessary in order to insure enthusiastic cooperation, and the welfare of the workers. **The right spirit is the first essential, and this cannot be had except where there is positive evidence of fair dealings, this presupposes the appointment of such Committees**

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

from time to time as may be necessary in order to assure full justice to every worker.

Management.

Under this plan, labor and capital are equally interested in the earnings of the business, but capital has at stake and stands to lose the entire investment in the event of unforseen disaster or through bad management, hence it would be manifestly absured for labor to contend for any voice in the conduct of the business or distribution of the vested property. Labor is free to choose without loss to itself, any market or industry offering better returns, but capital invested in an undertaking cannot be employed in other directions without great sacrifice. Thus self-interest is the incentive for capital to provide management that will not only safeguard its vested capital, but also such management that will insure intelligent conduct of the business so as to yield the best returns. In no way can this be accomplished except with a satisfied and enthusiastic organization of workers. No sane man would entrust the management of property to a hundred or a thousand different men, because confusion, conflict and failure would result. The plan I have outlined will develop new necessities and possibilities, and we shall meet them in a way as to leave no doubt of our good faith.

In figuring intertst to be paid upon capital employed, Public Appraisers, and Certified Public Accountants reports and established rates will be used as a basis for determining all values and depreciation, and in no case will the interest charged be on values in excess of those indicated by such reports. In other words, not only will we conform in principal and spirit as set forth, but we shall do all things necessary to the end that every worker may be in a position to know that we are doing so.

Whether or not an individual manufacturer is paying a just wage to his employees, should be determined by comparison of the wages paid by other manufacturers of a similiar product sold in competition. The majority of employers would be only too glad to pay good wages but are prevented from doing so on account of other manufacturers or markets having a materially lower labor cost, and if higher wages are paid by manufacturers in some line of business, than is paid in some other line, it is due to less competition and better profits, and it is the misfortune rather than the fault of those who happen to be in the business offering the lesser possibilities.

Where the possessor of capital invests in building or mortgages or property that entail no risk, or if he invests in a business that involves little or no labor, his rights to the returns on his investment is not questioned so long as he operates within the law and good morals, but if the same capital be invested in a hazardous manufacturing business furnishing employment and producing something of worth to humanity, the owner and all those in authority become oppressors of the laboring man, and this attitude is more or less general whether the adventure is profitable or otherwise and such attitude is encouraged by the unthinking man as well as those who profit by the misunderstanding of others.

This is a deplorable condition, and a remedy can and must be worked out, otherwise the prejudice that now exists between labor and representatives of capital will become intensified until the instrumentalities that should work for the common good will count for naught. **All controversies between the representatives of capital and labor must be made to yield to reason, but this will come only with a thorough understanding of each others problems.**

Reduce Costs.

The time must come when organized labor will cooperate with the manufacturer in an effort to develop greater efficiency and reduce cost of production. The present policy of organized labor is to reduce working hours and to increase the pay, seemingly overlooking one great economic fact, and that is **the human race will enjoy the necessities and comforts of life in the exact proportion that it produces them, this being true with reference to the individual or community or Nation._ A Nation of loafers will be a nation of paupers._ We cannot labor a half day and enjoy the fruits of a whole days work.**

Our first aim should be economy in production._ If organized labor would work to that end, and then demand returns in proportion to its production, it would perform a real service to mankind. Furthermore, labor would then receive greater remuneration than is possible under the present wasteful and obstructive policy. At the present time, we have inflated values due to war conditions. Every owner of merchandise, or anything else the value of which may have been inflated due to war conditions, knows he must suffer a material decline in values, and with this will naturally come reduced cost of living, also reduced wages, which the spokesman of organized

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

labor says will be resisted to the uttermost, thereby serving notice that although wages have been advanced in the case of shipyards and other war industries to a level that cannot be maintained in peace time, that any attempt at adjustment will mean industrial disturbance, so that not only Congress must bow to the will of 4% of our population, but we are told the heretofore ~~inex-orable~~ immutable law of supply and demand is rendered impotent for the first time in the history of the world, and that $1.00 per hour paid under pressure and politics, and war, must stand regardless. **If wages in shipyards are to be maintained at $1.00 per hour, why should not wages in the sash and door and every other industry be raised to the same basis?_ This is the first question that would occur to individual workers in a thousand plants.**

The cost of production of these articles which we use and consume in every day existance is about 80% labor, it is obvious that if the standard of wages are fixed at $1.00 per hour, the cost of the necessities of life would go up so rapidly everyone would need an income of $1.00 per hour to meet the actual living expenses. Every manufacturer would have to make a corresponding advance of his products to pay the wages and the consumer would have to have his income increased proportionately in order to buy the commodities without which life cannot be sustained, so that in the last analysis, **it is not the amount of gold that is received for a days wage, but rather the amount of food and clothes and comforts of life it will buy.**

Our fore-fathers toiled from dawn till dark and late into the night, in order that they might have the bare necessities that make life bearable, and never dreamed of amusement except of their own making. Every family were producers of pretty much everything they consumed and consumers of about all they produced. Craftsman, industrial plants, efficiency, labor trouble, shorter hours were unthought of. All of these things appeared with the advent of the industrial plant, and improved machinery resulting in reducing costs to the extent that what had been considered luxuries for the rich became necessities for the masses. Reduced cost of production, rendered it possible for a man to enjoy the necessities of life and see his family by the light of day, and the eight or nine hour work day of the present time when measured by what it will buy yields double and possibly tripple the necessities and luxuries that a ten or twelve hour workday formerly yielded.

Last but not least, is this great economic fact that both labor and capital will do well to keep in mind. A high production cost restricts demand. Reduced production costs increases demand; let us take a concrete case. Let us assume that employed in the Automobile business in this Country there are one million workers. Now, if by reason of adverse conditions of any kind, the cost of producing automobiles is increased 50%, no one questions but the demand would be curtailed, possibly 50%, but if only 10%, it would necessitate 100,000 workers competing for positions in other industries; on the other hand, if the cost is reduced the demand will be increased and the same is true in other lines, and this is the answer to the question of remunerative employment for all labor. The reasonableness of labor affects directly the demand there will be for it. If out of labor will come a great leader, with vision, recognizing these facts and directing accordingly, then and not until then, will the differences between labor and capital be fully reconciled.

From the standpoint of domestic business, it is to the interest of every manufacturer that high wage scales generally prevails, because good wages means increased purchasing power and prosperity. **It is the selfish, narrow minded manufacturer who seeks to profit at the expense of labor by paying a lower wage scale than his competitor and the workers who demand materially higher wages from an individual manufacturer than is paid by competitors, who are the real enemies of society and block the way to peace and progress._ Any demand of labor upon an individual manufacturer for the payment of wages in excess of those paid by other manufacturers competing for the same business, is unjust and should fail, but where a demand is made for a wage equal to that paid by other manufacturers in the same line, such demand is founded on justice and should be supported by all._ If labor will apply this principal, familiarize itself with wage scales in all markets, seek out the manufacturer grinding down his labor, demand that he get into line, success will follow, but justice should be the keynote._ Might does not make right.**

In the past four years European labor have become enured to hardships, burdened with taxes and forced to produce and earn in order to pay, and in the absence of some sort of protective measures to American industry and labor, our shores will be the dumping ground for all kinds of products, the labor entering into same being but a fraction of what would be the cost in this country. This constitutes a real menace to Am-

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37061

erican labor and capital. It is to be hoped a serious crisis may be averted, but come what will, labor and capital must face the situation thoughtfully and with a determination to work out their problems together.

The Public.

If we do this we will serve the public who are entitled to know that the safeguards and privileges which the community offer to its citizens are not being used for selfish ends.

When fully informed public opinion will always be overwhelmingly on the side of good morals and fair play.

I have referred briefly to some matters in which labor has felt no concern in the past but when the interest of labor and capital are truly mutual as contemplated under this plan anything harmful to labor also works injury to capital and vice versa and a study of each others problems from the same angle is necessary to a thorough understanding. I announce this plan with the utmost assurance of the appreciation on the part of the great majority of my co-workers.

AMERICAN SASH & DOOR CO.

F. J. MOSS, President.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

Industrial Relations

37062

The Roxborough,
Ottawa, March 28, 1919

Mr. F. J. Moss,
President, American Sash and Door Company,
Kansas City, Missouri.

Dear Sir:

Let me thank you for your letter of the 17th instant, which was received here, together with its enclosures, while I was absent from the city with Mr. Mackenzie King.

Since returning to Ottawa, Mr. King has not had opportunity to look over the pamphlet which you have enclosed, and unfortunately he had to leave the city again yesterday. He expects to be travelling from place to place for the best part of the next month, but will take the first opportunity to write you concerning the plan of industrial relations as described in the pamphlet just received.

With renewed thanks, Believe me,

Yours very truly,

F. A. McGREGOR

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37063

Downing Street,

4th July, 1919.

My dear Mackenzie King,

The enclosed circular about Barnett House, Oxford, reached me this morning and I thought it might interest you as it is rather on the lines of some of your previous studies.

It was a great pleasure having a talk with you again.

Yours sincerely,

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

✓Amery, L. S. 37064
✓Mr King's Trip to Europe 1919

July 8, 1919

My dear Amery:

I should not like to leave London without again thanking you for the delightful evening spent with you a night or two ago. I do not recall ever having had a more interesting conversation. I shall always remember, as an evidence of very great friendship, your kindness in permitting me to see so far behind the scenes in what was the most critical of all the situations in the Great War.

I am venturing to send you, under separate cover, a copy of a book I have recently written, entitled "Industry and Humanity". I shall not expect you to attempt to read it, but I should like you to have the book, if only as a souvenir of my present visit to London and of the kindness on your part which has contributed so substantially to its pleasure and profit.

With all good wishes,
Believe me,
Yours very sincerely,

Lieut.Col.L.S.Amery,M.P.,
Under-Secretary of State for the Colonies,
Downing Street,
London, S.W.1.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37065

Amery, L.S.
Mr King's Trip to Europe
1919

Downing Street,

10th July, 1919.

My dear Mackenzie King,

Very many thanks for your kindness in sending me "Industry and Humanity" and the other booklet on "The Four Parties to Industry". I shall read them with the keenest interest.

Miss Greenwood came round this morning and tells me you had a very satisfactory talk with Sir Arthur Pearson and that you are off to-morrow. I am glad we at any rate had one talk. Next time you come we must see more of each other.

Yours sincerely,

L.S. AMERY

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37068

Downing Street,

13th August, 1919.

My dear Mackenzie King,

I was delighted to see the telegram a few days ago of the announcement that you had been selected as leader of the Liberal Party in Canada. It is a great tribute to the many years of good work that lie behind you, but still more a wonderful opportunity for the future. With you, as with us here, everything will be plastic during these after-war years and the opportunity for making a mark on things and giving development a definite set in the right direction is greater than any recent generation has enjoyed. I shall look forward with immense interest to the development of your work as leader and hope it may bring us more into contact with each other than we have been in recent years.

With every good wish,

Yours sincerely,

J Chamberlain

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37067

Ottawa, December 12, 1919

My dear Amery:

May I avail myself of the present season to send best wishes for a Merry Christmas and a Happy New Year to Mrs. Amery and yourself, and also to thank you for the very kind letter of congratulations which you sent me at the time of my selection as Leader of the Liberal Party of Canada.

You will understand, I am sure, the circumstances which prevented me from sending an acknowledgment at the time; but I am anxious you should know that I very much appreciated your kind thought in writing, as well as the all too generous words of your letter.

I look back with a great deal of pleasure to the evening spent with you in London in the summer, and I share

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

your hope that the future may bring to us more opportunities of contact with each other than we have had in recent years.

With the best of wishes,

Believe me, always,

Yours very sincerely,

Lieut. Colonel L. S. Amery, M.P.,
Under Secretary for the Colonies,
Downing Street,
London, S.W.1, England.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Now 1 - Can. Patriotic Fund

37069

PATRON
HIS MAJESTY THE KING.

HONORARY PRESIDENT
FIELD MARSHAL HIS ROYAL HIGHNESS THE DUKE OF CONNAUGHT AND OF STRATHEARN, K.G., K.T., K.P. G.C.B., &c.,
PRESIDENT
HIS EXCELLENCY THE DUKE OF DEVONSHIRE GOVERNOR GENERAL OF CANADA.

CANADIAN PATRIOTIC FUND

115 VITTORIA STREET
TELEPHONE QUEEN 1817

HONORARY TREASURER
HON. SIR THOMAS WHITE, K.C.M.G., M.P.
MINISTER OF FINANCE
HONORARY SECRETARY
SIR HERBERT B. AMES, KT., M.P.
ASSISTANT SECRETARY
Mr. PHILIP H. MORRIS

OTTAWA, 21st. March, 1919.

Dear Sir:

We are planning to have a meeting of the national Executive Committee of the Canadian Patriotic Fund in Ottawa, on April 9th. As questions vitally affecting the future of this organization will come up for discussion and settlement, it is very desirable that as large and representative an attendance as possible be secured. You are advised thus early of the meeting in the hopes that you may be able to arrange to be present.

In view of the business which is to come before the Executive, may I offer a few observations. It will be remembered that the Canadian Patriotic Fund was incorporated in August of 1914, for the expressed purpose of

> "assisting in case of need the dependent relatives of men who, during the present war, might be on active service in the Canadian naval or military forces",

and it was further stipulated, in the last clause of the Act, that

> "when the purposes for which the Corporation is created have been fully carried out, completed and finished, the corporate powers of the Corporation shall be deemed to have ceased and the Corporation to be dissolved".

Obviously, then, the Patriotic Fund was at its inception, and has been during the last five years, regarded as a war emergency organization which would withdraw from active operations when the conflict ceased. Technically speaking, our powers might be

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

considered to end on the day that peace is officially declared, and to avoid any embarrassment in consequence of such a condition I am taking the liberty of asking the Government, without waiting for the consent of the Executive, to extend our Act to cover an additional twelve month period. Should this action on my part fail to secure the approval of the Executive at our next meeting, the Bill could doubtless be withdrawn, but it is advisable that its introduction should not be delayed until after the meeting.

Now although the number of families on our roll is decreasing and our monthly expenditure growing less, there is every probability that, even at the end of the year, we shall have a residue of families still in need of assistance, and the problem of providing for these must be faced at an early date. Four methods have been suggested:- (1) The formation, by Act of Parliament, of a subsidiary organization to carry on, in perpetuam, along similar lines in order to render relief and Social Service to the dependents of soldiers, whether discharged or not. (2) The transfer of our remaining cases to some other organization which is continuing its after-war activities. In this connection it has been suggested that the Red Cross Society would take up Social Service and assume this responsibility. (3) The formation of a National Social Service Committee composed of representatives from all the war philanthropies that should supervise relief work for soldiers families throughout the Dominion. (4) That we should before passing off the stage, provide, by way of annuities,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

for the remaining families for whom after-war conditions involve permanent hardship.

The Canadian Patriotic Fund will in all probability, after performing the work for which it was created, have a substantial balance in its treasury. This might be invested in Government securities yielding a fair rate of interest and the revenue therefrom employed for a continuance of services similar to those now undertaken by us.

The Repatriation Committee are working on a scheme for the unification of the various organizations capable of rendering Social Service and of doing relief work with a view of creating an auxiliary to the Government's measures for meeting after-war conditions. Whether this proposal will be sufficiently advanced to be submitted at our April meeting, I cannot say, but the idea deserves careful examination.

You will readily see how important the consideration of these matters will be in respect to the future of the Canadian Patriotic Fund. It is, therefore, hoped that you will make a special effort to be present when these questions are discussed at the April meeting. If, however, it is impossible for you to be present, will you be good enough to put your views in writing, for the benefit of those who attend.

Yours sincerely,

Hebert B. Ames

Honorary Secretary.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37072

The Roxborough,
Ottawa, March 31, 1919

Sir Herbert B. Ames,
Honorary Secretary, Canadian Patriotic Fund,
Ottawa.

My dear Sir Herbert:

I regret that an engagement made some time previous to your letter of the 21st instant will render it necessary for me to be absent from Ottawa on the day of the Executive meeting of the Canadian Patriotic Fund, April 9th.

Without opportunity of hearing the discussion upon the relative merits of the various methods of dealing with the Fund, suggested in your letter, I hesitate to express any definite opinion. I believe, however, that the suggestion which your letter contains of investing the substantial balance in the treasury of the Fund, in Government securities yielding a fair rate of interest, and having the revenue therefrom employed for a continuance of services similar to those now undertaken, is one that, if carried out, would meet with general approval, inasmuch as it is so wholly in accord with the purposes for which the fund itself has been raised.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37073

House of Commons

OTTAWA June 5, 1919.

Dear Mr. Mackenzie King,-

Many thanks for the copy of your pamphlet, "The Four Parties to Industry", which I read with much interest and profit.

Yours sincerely,

Herbert B. Ames

Hon. W. L. Mackenzie King,
The Roxborough,
O t t a w a, Ont.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37071

October 10, 1919

My dear Sir Herbert:

I thank you cordially for sending me the little leather booklet containing the Constitution of the League of Nations. It is both attractive and useful, and I shall value it for both these reasons. It will, however, also be a pleasing expression of your own good-will and as such, I shall prize it always.

In sending this word of acknowledgment, may I also extend my own personal wishes that every success may attend you in the discharge of your new and highly responsible duties.

With kind remembrances,

Believe me,

Yours very sincerely,

Sir Herbert B. Ames, M. P.,
House of Commons,
Ottawa, Ontario.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37075

The Roxborough,
Ottawa, March 6, 1919

Mr. F. A. Anderson,
Social Service Director,
Twin City Rapid Transit Company,
Minneapolis, Minn.

Sent to Houghton Mifflin Co.

Dear Sir:

Mr. Mackenzie King has asked me to acknowledge and thank you for your letter of the 3rd instant. At the moment, he is so much pressed with other engagements that there is but little time left to attend personally to matters of correspondence.

Mr. King wishes me to let you know that he expects to be in Chicago on the 19th, 20th, and 21st of this month. While it is impossible at this time to make any definite appointment, it is probable that an interview can be arranged for some time on one of these days. The most favorable date, I imagine, might be the 21st. Mr. King will stay at the University Club, 76 East Monroe Street, while in Chicago.

As an answer to your inquiry concerning Mr. King's recent book "Industry and Humanity", a circular announcing the publication of the volume is enclosed herewith. I believe the branch office of The Houghton Mifflin Company in Chicago has copies of the book in stock; by applying there you might be able to get quicker service than from any other source.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37076

MINNEAPOLIS STREET RAILWAY COMPANY

MINNEAPOLIS. MINN.

April Twenty-Ninth
1 9 1 9

Mr. W. L. MacKenzie King,
"The Roxborough",
Ottawa, Canada.

My dear Mr. King:

I have finally succeeded in getting a copy of your recent book. I am spending a good deal of time with it, for it is a book that is worthy of study. I want to say that I am enjoying it immensely and want to congratulate you upon the very fair way in which you have dealt with the whole subject.

Splendid results must inevitably follow the circulation of such a book as this.

Very sincerely yours,

F. H. Anderson

FAA/HM

Social Service Director.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37077

The Roxborough,
Ottawa, May 3, 1919

Mr. F. A. Anderson,
Social Service Director,
Minneapolis Street Railway Company,
Minneapolis, Minn.

Dear Mr. Anderson:

I thank you cordially for your letter of April 19th.

It is gratifying to me to know that my book appeals to you as being fair in tone and likely to be of service to the parties to industry.

I was hoping I might see you when in Chicago some weeks ago. I wrote before leaving Ottawa, but did not receive any communication from you in reply. I hope my letter did not miscarry. At some time in the future I hope there may be an opportunity of making your acquaintance.

I am leaving next week for England, for a two months' study of industrial conditions in the British Isles.

With kind regards,
Believe me,
Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37078

Minneapolis Street Railway Company

MINNEAPOLIS, MINN.
June 28, 1919.

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

Dear Sir:

I judge from your last letter that you have just about reached your home from your trip in England. You must have had a very interesting time and I trust we may hear from it through the magazines or otherwise.

I trust you will pardon me if I write once more to you regarding the thing that is of the greatest interest to me just now. I have seriously regretted that I did not accept the kind offer of the Great Western Sugar Company last summer. But at that time the company needed me very much on account of the peculiar labor condition then existing and for no other reason than loyalty to the company that I was serving I stayed on here. No doubt you have read Mr. Taft's statement regarding the Street Railway Companies and the seemingly hopeless fight they are making to earn a fair return. This company perhaps is one of the most fortunate, but even saying that only means that we have not as yet gone into the receiver's hands. As a public utility concern we are under the thumb of the politicans who neither know nor care about the real problems confronting our business, hence the future looks dark.

With an ambition to grow and to see actual new developments in my work, there seems to be little to look forward to in the Street Railway business. The time seems especially opportune for the man who thinks in terms of the human element in industry to lend his best efforts to establishing the principles of representation and to help re-adjust and stabelize industrial relationships.

I have thought that through your personal acquaintance with the heads of industrial concerns throughout the country you might suggest possible openings which would be worth looking into. I can assure you that there is the kindest feeling existing between the management and myself and it is not for that reason that I am leaving but wholly because I feel that the preparation that I have made for this work can be put to larger use in some other concern where the conditions are not like they are in our particular business.

I feel confident that you will understand me, Sir, in writing you as I have. Rest assured that I will greatly appreciate your counsel or any suggestions that you may care to make.

Very sincerely yours,

F A Anderson

FAA*LMT

Social Service Director.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37079

The Roxborough,
Ottawa, July 24, 1919

Mr. F. A. Anderson,
Social Service Director,
Minneapolis Street Railway Company,
Minneapolis, Minn.

Dear Mr. Anderson:

I have just returned from England, and find your letter of June 28.

I regret that at the moment I do not know of any position openings which I could advise your looking into, but I shall be glad indeed to remember your desire to secure a wider field of service than the one in which you are at present; and in the event of learning of possible openings, I shall be glad to communicate with you and to mention your name from time to time in quarters where I think some mention may be of use.

I am wondering whether it might not be well for you to take up anew your correspondence with the Great Western Sugar Company. It is some months since I myself have had correspondence with any officers of the Company, and I am therefore not in a position to know how the developments which were planned some months ago have progressed. With the Company's control of sixteen or more factories, and its relations with the farming as well as the manufacturing interests, it is just possible that there may still be an opening which would afford you the kind of opportunity you are seeking. The fact that the Company had already made overtures to you would make it wholly natural for you to resume the correspondence you had had with them.

I regret that it is not possible for me to make any other suggestion at the moment. I should be only too glad to keep your wishes in mind.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37079

The Roxborough,
Ottawa, July 24, 1919

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Social Service Director,
Minneapolis Street Railway Company,
Minneapolis, Minn.

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I regret that it is not possible for me to make any other suggestion at the moment. I should be only too glad to keep your wishes in mind.

Yours very truly,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37080 INDUSTRIAL RELATIONS
UNION GOVERNMENT

Minneapolis Street Railway Company

MINNEAPOLIS, MINN.

August Fourteenth,
1 9 1 9

W. L. Mac Kenzie King, Esq.,
The Roxborough,
Ottawa, Canada.

Dear Mr. King:

I want to thank you for your kind letter of July 24th which I found waiting for me upon my return from my vacation.

I just noticed in the paper a conference which is to be held in Ottawa September 10th. Is this of a general character and would there be anything in it for me if I should attend?

I also noticed in the paper a few days ago that you had been chosen to some high position in Canada and, while I do not know just what honor was conferred upon you, I congratulate you upon your success and wish you well.

Again thanking you for your interest in me,

I am

Very sincerely yours,

F A Anderson

FAA*LMT

Social Service Director

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37081 INDUSTRIAL RELATIONS
UNION GOVERNMENT

The Roxborough,
Ottawa, August 27, 1919

Mr. F. A. Anderson,
Social Service Director,
Minneapolis Street Railway Company,
Minneapolis, Minn.

Dear Mr. Anderson:

The pressure of public duties during the past fortnight has made it impossible for Mr. King to attend to all matters of correspondence. He has asked me, therefore, to acknowledge your letter of the 14th instant, and to say that he believes the National Industrial Conference to be held in Ottawa beginning September 15th will hardly be of sufficient interest to you to make it desirable for you to journey to Ottawa on that account. The Canadian Government is simply seeking to bring together employers and employees for general discussion.

Mr. King wishes me to add that he appreciates your kindness in sending your good wishes and congratulations on his appointment to the Leadership of the Liberal Party of Canada.

Yours very truly,

Private Secretary.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37082

LEGISLATIVE ASSEMBLY
PROVINCE OF BRITISH COLUMBIA

REPLY TO
2303 TRAFALGAR ST.
VANCOUVER, B. C.
VICTORIA

Aug 31/19

Hon W. L. Mackenzie King,
Ottawa

Dear Mr King.

I was personally very gladdened last night when I learned that you were successful. The choice will be a great help towards success at the next election. I am young in political life but I am confident the people do not want too much of the ancient and are looking forward to the new dawn.

Good luck and best wishes from

F. C. Anderson M.P.P.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37083

O t t a w a,
16th Sept.,1919.

My Dear Mr. Anderson,

I wish to thank you most sincerely for your cordial letter received at the time of my selection as Leader to the Liberal Party. You will understand, I am sure, the circumstances which have made it difficult for me to send an earlier acknowledgement.

I shall look forward to seeing you in British Columbia this year if it is possible, as I hope it may be, for me to go as far as the Coast before the year is out.

With kindest personal regards,
Believe me, always,
Yours very sincerely,

F.W.Anderson, Esq.,M.P.P.,
2303 Trafalgar St.,
Vancouver, B.C.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Meach Lake. Que.
Aug 14. 1919

37084

Hon. W. L. MacKenzie King, C. M. G.
Rosborough Apts
Ottawa. Ont.

Dear Mr King.

Will you permit me to convey to you my hearty congratulations on account of your election to become Leader of His Majesty's Loyal Opposition in the Federal Government, and also to say that in my judgment the choice of the Convention was well placed.

I have been of the opinion for some years that you had qualifications which peculiarly fitted you to fill with credit and satisfaction such an Exalted position; and a still more responsible position await you.

You will carry out with ability and discretion the principles and policies which were laid down by your noble Grandfather.

Your training of mind and heart will now have scope for Expression in the prosperity, development and happiness of our beloved Canada.

I recall with pleasure your address before our Mens Association when your brother was our able and worthy President. and also your addresses on other occasions, particularly the one you gave to the workmen of the E. L. Edwards Mills, Rideau Ward. when I had the honor of being one of the Speakers.

All of your addresses sound an Exalted note and bear the stamp of sincerity.

Your Labor platform, given at the recent

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Convention met with my hearty approval.
I read that and your address in support
of it, which was that of a leader.
I will follow with much interest your
career.
Wishing you every success in your great
task I am

Yours Sincerely
P.W. Anderson
Pastor MacKay Pres. Church.
255 MacKay St.
Ottawa. Ont.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37086

Ottawa, 25th August, 1919.

Dear Mr. Anderson,

I appreciate much more than I can say the generous and helpful words of your letter of congratulations, received some days ago.

It is deeply gratifying to me to know that you approve the choice of the Convention, and also particularly that part of the platform adopted, which relates to an improvement in the status of the workers of industry in our country.

I recall with pleasure the meetings to which you refer, and it is a satisfaction to anticipate similar association with yourself in the future.

Your mention of my brother has brought happiness, for which I should like to thank you. I remember the very high regard he had for you and your kindness to him. He will be pleased, I know, to learn that you still occasionally think of him.

With warm personal regards,

believe me

Yours sincerely,

Rev. P.W.Anderson
255 MacKay Street,
Ottawa.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

3708

FORM 1 T.W.

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

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

5 23 Pm

AUG-71919

417 NJ 30-5 EXA RUSH

TORONTO ONT 7

THE HON MCKENZIE KING 6 5

OTTAWA ONT

JUST HEARD THE GOOD NEWS ACCEPT MY HEARTIEST CONGRATULATIONS ON YOUR ELECTION AS LEADER OF THE GREAT LIBERAL PARTY THE COUNTRY WILL REJOICE PREMIER SOON

A ANDREWS

373 MARKHAM ST

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37088

Ottawa, 26th August, 1919.

Dear Mr. Andrews,

It was most kind of you to have wired me your congratulations on the selection of myself as Leader of the Liberal party.

I appreciate exceedingly this expression of your friendship and confidence, for both of which I am deeply grateful.

You will understand, I am sure, the circumstances which have made it impossible for me to send an earlier acknowledgement of your kind message.

With warm personal regards, believe me

Yours sincerely.

Mr. A. Andrews
373, Markham Street,
Toronto. O n t.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37089

W. W. ANDREWS

W. K. CRUICKSHANK

ANDREWS & CRUICKSHANK

ANALYTICAL AND CONSULTING CHEMISTS

PARLIAMENT BUILDING PHONE 2527

REGINA, Aug 10th. 1919.

Hon. MacKenzie King
Ottawa

Dear Sir,

Allow me to express my great delight at your election to the leadership of the Liberal party, especially after you had shown your mind in the set of resolutions you moved the day before. This means that ~~L~~liberalism has a future. May the good Lord deliver you from the stand patters of the party who have learned nothing during the war and think only of playing the old tricks of party warfare.

Young Canada is looking for someone & trust, for an appeal to heroism, for the sounding of a high note of idealism & purity in politics. I find men everywhere who are sick of old political ways & this is intensified by this sense of the host of great problems demanding solution. You may safely trust yourself & the great moral current which has set in all over the world. You may lose many supporters, you may need & go through defeat for great principles, but you will win in the end & do great service to Canada.

On Labor matters you are our hope. On the tariff why should not the period of "infancy" in a new industry be limited as the life of a patent is, and why should not the interests of the community be guarded, in the case of a protected industry by a strict limitation of percent profit, to be made out of the community granting the protection.

Wishing you every success
I am Yours truly
W W Andrews
Scientific Expert to Social Service Dept. of Meth. Church

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37090

Ottawa, 22nd August, 1919.

My dear Mr. Andrews,

Your very kind letter of August 10th, with its enclosure from the Regina 'Leader' of the day previous, has brought me unqualified pleasure. I can think of no greater kindness than the one you have shown in seeking to interpret to the public the purpose underlying my work of recent years, as well as much of the work itself.

Your genrous appreciation is the more valuable in that it comes from one who has given deep thought to social, political and moral problems, and whose own purpose is inspired by lofty idealism.

Please be assured that I shall welcome from you at all times any expression of opinion on matters of public concern with which you may feel at liberty to favour me. I shall always be glad of your counsel and advice.

Thanking you most heartily for your good wishes, believe me

Yours very sincerely,

Mr. W.W.Andrews
Parliament Building,
Regina. Sask.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37031

✓ Railways - Railway Policy ✓
✓ Deputy Policy
✓ Electoral Reform

Room 1, Parliament Buildings,
Regina, Sask., Oct. 3, 1919.

Hon. Mackenzie King,
Ottawa, Canada.

Dear Sir,

Your letter of appreciation has been duly received and with much pleasure.

I accept your invitation to lay before you what I regard as important suggestions. Do not feel obliged to reply in these days when you will be burdened with very heavy correspondence. My object is attained when I have brought them to your attention and have given my personal advocacy to them.

First, re. Government Ownership of Railways.

I am just writing an article on the Success of Government Administration of Railways, for the "Leader," and I am basing my presentation on evidence given before the Interstate Commerce Committee of the U. S. Senate, especially by Hon. J. Todd. There seems to be a steady propaganda by private interests and the believers in competition to create the impression that Government control has been wholly a failure. Five years of continuous service should have been allowed before a fair judgment could or should be pronounced on so vast an experiment.

One feature is needed to make Government administration the success it may be and should be, and that is the democratization of the service on the Colorado or Witley plan. If through the rank and file we could spread a living and personal interest in the success of the railway, through representation in management, an open court for suggestions of value and reward therefor, a share in profits and risks based on representation in management and pensions after continuous service, and conditioned somewhat on the average profits of the railway during the years of a man's service, then this object should be attained.

lately I asked two men in the employ of the C. P. R. "What would it mean to the railway if the men were given some interest in the prosperity of the company?" One said "It would mean millions, saving instead of waste of material, time and everything else." The other said "It would have a great effect. There are many suggestions the men near the rails could make to the management. We see many things they do not." More than all,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

"It would be their enterprise, and for their country." This personal interest heretofore Government railways have lacked. It could cure deadheading and many other evils.

Second, Protective Tariff.

Let me mention again the neglected side of tariff legislation, viz., the protection of the public granting the protection from the predatory tendencies of the protected industries. The period of "infancy" should be determined as it is in that other form of protection, the patent, which is always given for a definite period. In the case of tariff protection there might be a graduated decrease of the amount of protection, every third year, till the vanishing point is reached. In this way we might automatically attain free trade.

We can expect enduring peace among the vigorous nations only when all nations, great and small, are assured of equality of economic opportunity in all the enterprises of peace.

Third, Electoral Purity.

In our coming elections there will be great temptation to use money, on account of the fact that economic reforms always touch financial interests. It is therefore more than ever essential that something drastic should be done to elevate the standards of political morality. It will call for sacrifice, but, if so, we should make it as costly to the enemy as possible. I speak from some experience in the work of our Electoral Reform League in Westmoreland Co., N. B., where, after a very strenuous struggle, we were able to redeem a most corrupt constituency. We were so successful that I have not heard of its relapse to former conditions. We raised funds, employed detectives, secured the support of every pulpit, Roman Catholic and Protestant, published and distributed 30,000 pamphlets on political corruption (I was the pamphleteer) and secured the pledge of each candidate to stand by the principles of the League in their personal and organization work.

Why could not an appeal be made to Canadians to be good sports in politics, to make the struggle a manly one in which all honorable men would obey the rules of the game and prefer to go down in honorable defeat than win a stained victory? Young men everywhere are sick of politics of the old stripe. There is

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

idealism sufficient latent in Canada to bring this about, if the call is made clear enough. It may require a defeat to convince people that one is in earnest. Lack of faith in the good intentions of honorable men has a most paralysing effect on efforts at reform in politics.

I do not know the constituency in Ontario which it is reported you will contest. Why could not a fund be raised to be put in the hands of a committee of three well known and reliable men whose duty it would be to prosecute any men on either side who attempted to violate the electoral laws, who would employ detectives, and secure speakers who would speak in favor of a new Canadianism at political meetings and would secure the help of the pulpit, &c., &c.?

If a reign of terror can be established and a strong campaign of education carried out, idealism can win hands down. We found in Westmoreland that when it was known we had a force of detectives at work, every new commercial traveller who came into the county was spotted as a detective and other harmless travellers the same. You might find your opponent, if there be one, will be quite ready to join you in this. But you need to make sure work of it. Let him and his party subscribe to the electoral reform funds.

If you should choose to fight it out on this line and made the people of Canada believe that you were in dead earnest, in the troublous days ahead they would turn to you as their strong tower.

Wishing you all success for Canada's sake, I remain,

Yours truly,

W. W. Andrews

W. W. ANDREWS.

WWA: FCM.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37091

The Roxborough,
Ottawa, October 8, 1919

Mr. W. W. Andrews,
Room 1, Parliament Buildings,
Regina, Saskatchewan.

Dear Mr. Andrews:

Your letter, just received, is so helpful and stimulating that, though I have only a moment for acknowledgment, I cannot let that moment go by without thanking you very heartily for what you have written.

I am becoming more and more of the opinion that what is needed with respect to all industries, including Railroads, is a substitution of joint control for single control, no matter by which of the parties to industry the single control may be exercised. I am glad to see that your own thought has a similar trend.

Nothing can be more important, in any discussion on the tariff, than the point you have emphasized, namely: the inimical effects on the public and consumers from predatory tendencies which Protection tends to foster. I shall be glad to keep this aspect to the fore in my public addresses.

With all you say on Electoral Purity, I am in most hearty accord. I followed, in my first campaign in North Waterloo, just the methods you have outlined, and which you adopted with such success in Westmoreland County, N.B. North Waterloo had been thoroughly corrupted under the influence of money and whiskey. What we were able to do through a keen fight there can be done all over Canada.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I wish you would do all in your power to spread the views you have and to get others to rally in a practical way, to effect the kind of organization of which you speak. Indeed, it will be helping on the very work I am most anxious to see accomplished in our country, and in it you will find me with you heart and soul.

Yours very sincerely,

WLMK

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37098

they are sincere and
heartfelt — as perhaps only
an old Mother can feel —
My rejoicing is clouded by
one thought only — that is
the absence of Your own
Mother. Ich one, as far as
I can, do for You, what I know
she would have done — that
is, to ask Divine Help and
Guidance for You, in the
responsibilities inseperable

Elmdenrh — 189 Laurier Ave. East —
August 18th — 1919

My dear Mr. King,

Realizing the immediate
need Congratulations that
must have poured in on
You, since Your election as
"Leader of the Liberal Party",
I have deliberately delayed
offering mine. Believe me,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37097

From your high position —
Go to work fearlessly — find out —
what is Right — and do it —.
With sincere affection,

Your old friend
Ellen Anglin

Mrs. J. Warren Anglin

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Letters-Telegrams
Burbidge, Que.

37098

Bellecrag,
Blue Sea Lake.

Aug 19th 1919

My dear Mr. King -

Each day I have tried to send you a word of encouragement and to tell you how very delighted & bully I am & how my self are over

Elie for a week -
In fact the whole Country is to be congratulated
We have had a houseful of funny people all Summer and I pity some to enjoy this Country life. Do you think you could spare me soon a few days before the 1st of Sept

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I would give us all so
much pleasure having you
and I can promise you a
good rest. Do try & come &
Visit you. Elsie sends Jack
wishes & will. Wendell.
Thought -

Very Sincerely yours
Harriet I. Anglin

HARRIET I. ANGLIN

37099

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

W.W.S & Co

Delivering under authority of the Pool Board (Petroleum Supplies.) 37100

FORM No 246. B

Anglo-American Oil Company, Limited.

TELEPHONE:-
GERRARD 530 (TEN LINES)

36, Queen Anne's Gate,
Westminster.
London, S.W.1. June 16th/19.

SHIPPING DEPARTMENT.

TELEGRAPHIC ADDRESS:-
"MAINTOP-VIC-LONDON."

PLEASE QUOTE
Ref. 43/7.

SUBJECT.

Mr. W.L.Mackenzie King,
C/o. High Commissioner for Canada,
19, Victoria Street,
S. W. 1.

Dear Sir :-

Kindly note I have booked two berth room No. 26 with bath (£140) on "ADRIATIC" sailing from Liverpool on 14th July for New York via Halifax for yourself and Mr. MacGregor, and will hold the reservation ticket here until I hear further from you as to where you wish same to be forwarded.

Yours truly,
J. Harper Hunter

JHH/GS.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37101

July 4, 1919

Dear Mr. Hunter:

I wish to express to you my very sincere appreciation of your great kindness in arranging for transportation for me to America, and assisting my secretary, Mr. McGregor, in substituting passage on the "Aquitania" for that originally secured by you on the "Adriatic".

But for the circumstance that the sailing of the "Adriatic" had been postponed, and that the Govt run a very considerable risk in not reaching America by a certain date, I should not have sought to alter the passage originally secured, for I realize how much trouble matters of this kind are certain to occasion.

Mr. McGregor has assured me that you fully appreciate the circumstances, and has told me how exceptionally courteous and helpful you have been. I trust that the future may afford some opportunity of my reciprocating your kindness.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I should be obliged if you would also convey to Mr. Powell my very cordial thanks for his kind assistance and co-operation in the matter of securing this transportation.

Yours very truly,

J. Harper Hunter, Esq.,
Anglo-American Oil Company, Limited,
36 Queen Anne's Gate, Westminster,
London, S.W.1.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37103 JC 1305-79

Mr King,

Vous êtes un honnête homme et qui est sympathique aux canadiens francais de la province de Québec qui veulent que vous ne soyez pas battu dans votre propre comté. N'allez donc pas dans North York car vous y serez défait certainement.Pourquoi n'allez-vous pas à l'Ile du Prince Edouard,vous seriez élu par une grande majorité?

Il y a le groupe Gouin,Feilding,Taschereau et al qui désirent que vous soyez battu pour que Feilding et Gouin vous remplacent à la direction et ils complotent dans ce sens. Toutefois,en amis nous vous avertissons et si vous allez à York Nord et que vous êtes défait,ne jugez pas les canadiens francais d'après les hommes que l'on vous nomme ici,ils n'ont rien de la loyauté et de la franchise de ce qu'on appelle un canadien francais véritable,de la province de Québec.
Suivez notre conseil et ne prenez pas de risques aussi graves.

Des amis.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

391 Berkeley Street Toronto. 37104
August 9th 1919.

Warmest Congratulations!

From an old sincere friend of
both Yours Mother and Yourself—

E.B.

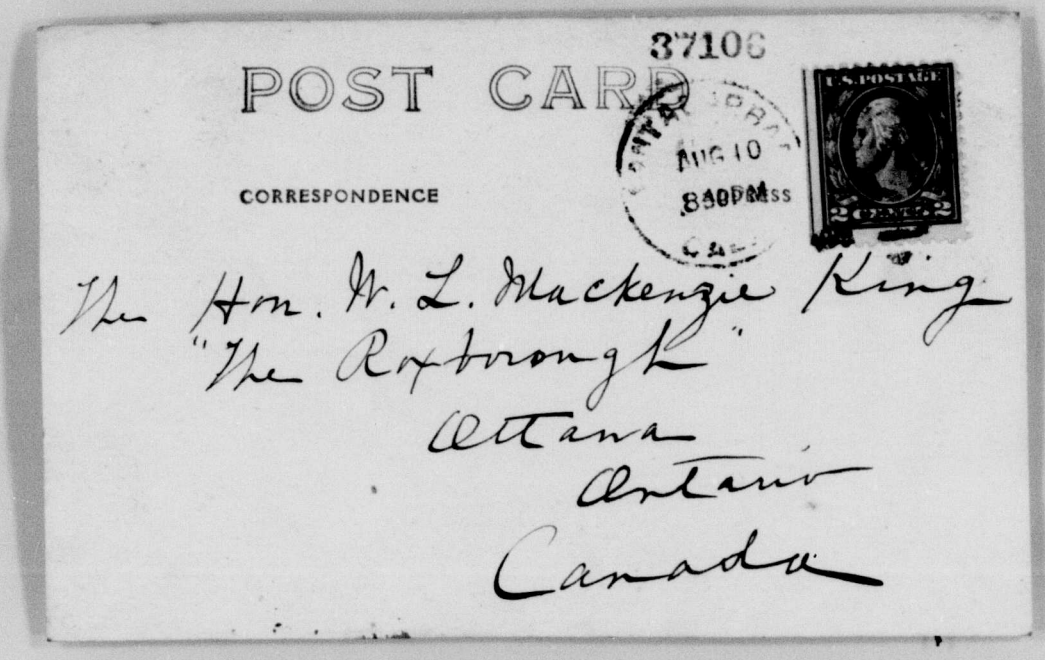
W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA



W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA


37106
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The Hon. W. L. Mackenzie King
"The Rotbrough"
Ottawa
Ontario
Canada

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37107

King's Mere
P. Que
10 Aug '19

Sincerest Congratulations.

E. L. J.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37108

194 Somerset St
Dec 19th —

Many many thanks for the
kind gift of your book
which came to me yesterday.
Need I say with what keen
interest I shall read it —?
I know for have past kids —
it has kept beat a Knox con-
fers a Professor, and the
best, even who loves the
people can do for the
betterment of their lives.
Christmas brings back many
sacred memories of those

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

who have left us, and will continue to be an inspiration so long as we live.

May this Christmas bring you the comfort and joy of a task well done, which after all is the current streaming of even true heart.

Yr. W.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

296 Harvard Ave.,
NOTRE DAME DE GRACES,
MONTREAL, QUE.

37110

Aug 7/19

Frank

Hon. W.L.M. King
Ottawa.

My Dear Will.

It is with the greatest of pleasure that I have watched the proceeding @ Ottawa and I take this to join your host of friends in congratulating you on your splendid victory.

Rena wishes me to express her joy as well and we hope to have the pleasure of a visit about old time on your next visit to Montreal.

With kindest regards

I am Yours Sincerely

J. Francis Antheş

(J. F. ANTHES)

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37111

Ottawa, 28th August, 1919.

My dear Frank,

It was most kind of you to have written me your congratulations on the selection of myself as Leader of the Liberal party.

I appreciate exceedingly this expression of your friendship and confidence, for both of which I am deeply grateful.

You will understand, I am sure, the circumstances which have made it impossible for me to send an earlier acknowledgement of your kind letter.

With warm personal regards, believe me as always

Yours sincerely,

(J. F. ANTHES)

Mr. Frank Anthes
296 Harvard Avenue,
Notre-Dame de Grâce,
Montreal. P.Q

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37112

TELEPHONES { OFFICE: UPTOWN · 2234
RESIDENCE: WESTMOUNT 2096

CABLE ADDRESS: "JIFA"
A. B. C. 5TH EDITION

DRUMMOND BUILDING
511 ST. CATHERINE STREET WEST

J. I. FRANK ANTHES

MANUFACTURERS'

BROKER AND AGENT

SPECIALTIES:

MATERIALS FOR
RUBBER GOODS MANUFACTURERS
LEATHER SHOE MANUFACTURERS
PULP AND PAPER MILLS

MONTREAL, September 3rd., 1919
CANADA.

Hon. W. L. Mackenzie King,
House of Commons,
OTTAWA, ONTARIO.

My Dear Will:-

I certainly appreciate your acknowledgement of August 28th. knowing that you must have been flooded with Letters similar to mine and Telegrams as well as having been kept very busy in taking up the reins of your new office. I wish you every Success in your new venture.

It may interest you to know that through Mr. Rieder's activities in connecting himself with Ames Holden McCready Limited Organization, I being a Brother-in-law of his, I presume was the reason of my being asked for my resignation on June 7th., 1919 effective instanter, by the Canadian Consolidated Rubber Company after fourteen years of my best services. I had no intention of joining Mr. Rieder in his new venture, nor had he approached me, and as things developed I decided to start in business on my own account in the capacity shewn above. I know well that you will be glad to assist me as occasion presents and I sincerely hope to have the pleasure of seeing you soon.

I had the pleasure of spending a couple of hours at my House with Harvey Sims a few weeks ago when he was in Montreal.

With kindest regards, I am

Sincerely Yours,

J. I. Frank Anthes

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37113

Mr. King in Opposition 1919-21

House of Commons

OTTAWA August 21st 1919

The Honorable W.L. McKenzie King
House of Commons
Ottawa
Ont

My dear Mr King:-

I have duly received yours of the 20th inst., and I will be delighted to meet you on the 29th inst.

Believe me

Yours very truly

Joseph Archambault

JOSEPH ARCHAMBAULT

JA/LC

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37114

Ottawa, August 23, 1919

My dear Archambault:

I was exceedingly sorry to have missed you when you were in Ottawa on Wednesday last. I had counted on having you take dinner with me. I tried to get in touch with you after you left Mr. Giguere's office, but was unsuccessful. We shall meet, however, on the 29th.

With kindest regards,

Believe me,

Yours very sincerely,

Mr. Joseph Archambault, M.P.,
Suite 62, Loan and Trust Building,
Montreal, Que.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37115

House of Commons
Canada

Montréal, October 9th 1919

The Honorable William L. McKenzie King
Ottawa
Ont.

My dear Mr. King:-

In reference to your letter dated September the 27th inst, and addressed to the Honorable Jacques Bureau, M.P., I wish to state that the Liberal Members of the House of Commons for the Province of Quebec were convened on the 8th inst and have chosen the five following gentlemen to act as members of the Liberal Organization Committee for the Province of Quebec, namely: The Honorable Senator J.M. Wilson, The Honorable Sydney Fisher, The Honorable Rodolphe Lemieux, M.P., The Honorable Jacques Bureau, M.P. and Mr ~~Ernest Leporte~~ Lafointe M.P.

I am writing you this letter because I acted as secretary of the meeting.

Believe me to be, My dear Mr. King,

Yours very truly

J. Archambault

JA/LC.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37116

Ottawa, October 11, 1919

Mr. J. Archambault, M.P.,
House of Commons,
Ottawa.

My dear Archambault:

I thank you for sending me the names of the gentlemen selected to represent Quebec on the National Liberal Organization Committee.

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37117

Frederikesgade 1. 31/8-19

Dear friend

I have just received a letter from Mr de la Cour telling me of your great triumph - that you are now leader of the party for which you have done so much. that now you are in a position to do much more for your convictions & your country at that you are reaping the reward of all these years. Oh but I am happy for and with you - only wish I could grasp your hand & say to you personally what I write - that I am proud to have been your friend from that time when you decided to give your life to the welfare of your country - I feel keenly what

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

I am sure you feel too - that I wish your dear parents had lived to witness this but do you know I am sure they follow us & are rejoicing for you when they are - It was awfully kind of Mr de la Cour to let me know - I have not heard from him for years - but shall now write & thank him -

I shall soon send you a snapshot of myself taken this summer which every one think is very good - I have been taking a cure but am now back for the winter in Copenhagen or rather going back in a few days. Thank God peace is there - only will it last ?! Now of course I suppose you will have less time than ever to write me - but do if you can please - it was not I who broke the link. I hope you had my card by New years time so you see I has not forgotten you - Well & now once more all good wishes & best greetings from your friend through the years Ellen Arentzen

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37119

F. W. AYER, Chairman General Committee JOHN R. MOTT, Chairman Executive Committee WILLIAM B. MILLAR, Secretary GEORGE M. FOWLES, Treasurer

INTERCHURCH WORLD MOVEMENT
OF NORTH AMERICA
111 FIFTH AVENUE
NEW YORK CITY

S. EARL TAYLOR, General Secretary

OFFICE OF FRED. B. FISHER
Associate General Secretary

September 24, 1919.

Honorable W. L. Mackenzie King
Roxborough Apartments
Ottawa, Canada

My dear Mr. King:

Doctor Fisher is still trying to hope that you may find it possible to attend the Industrial Conference of Christian leaders to be held in New York on October 2nd and 3rd. The word that he has had concerning you from several sources, and his own knowledge of your work in the industrial field, leads him to feel that you could make a contribution to the conference that cannot be supplied if you are unable to come. Mr. Luck, Doctor Edmison and others have also told us that we need you, and I trust that the progress of your campaign may be sufficiently evident to enable you to leave.

The meeting will be held at the Hotel Pennsylvania, 7th Avenue and 33rd Street, beginning at ten o'clock on the morning of the 2nd, and closing at five o'clock in the afternoon of the 3rd. The discussion will range itself around the topics mentioned on the enclosed tentative program. The attendance will be limited to 200, and the men are being carefully selected to keeping in mind that all denominations are to be represented, and that both labor and capital, as well as the third party, and the government are to be represented.

You can forecast as well as we, the far reaching results of such a conference. One of the immediate results may be a statement of findings for presentation to the President's Conference, October 6th to 10th. This of course, is according to the desire of the members of the conference. It is not the plan of the Interchurch officials to bind the members or restrict their desires in any way.

I hope that you may yet find it possible to come, and if you will wire us collect, we will be glad to reserve a room for you at the Pennsylvania Hotel or elsewhere, as you may desire.

Cordially yours,

Clyde F Armitage

CFA/HMD

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37120 FORM 2

Great North Western Telegraph Company of Canada

Exclusive Connection with the WESTERN UNION TELEGRAPH CO.

Cable Service to all the World

CONDITIONS.—Approved by Board of Railway Commissioners for Canada, under Order 162, dated March 30, 1916.

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

To guard against errors, the Company will repeat back any telegram for an extra payment of one-half the regular rate; and, in that case, the Company shall be liable for damages suffered by the sender to an extent not exceeding $200.00, due to the negligence of the Company in the transmission or delivery of the telegram.

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

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

No employee of the Company shall vary the foregoing.

Z. A. LASH, PRESIDENT. GEO. D. PERRY, GENERAL MANAGER

COUNTER NO.	TIME FILED	SENT NO.	SENT BY	RECEIVED BY	TIME SENT	CHECK

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

Ottawa, September 27, 1919

Rev. Clyde F. Armitage,
Interchurch World Movement of North America,
111 Fifth Avenue,
New York City.

Your letter twenty-fourth received. Deeply regret that on account of political engagements in Prince Edward Island October second and third, I am unable to attend Industrial Conference in New York.

W. L. Mackenzie King.

DAY LETTER
COLLECT

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

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

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

37121

FORM 1 T.W.

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

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

GREAT NORTH WESTERN TELEGRAM

TELEGRAPH — GREAT NORTH WESTERN — AND CABLE

Z.A.LASH, PRESIDENT — HEAD OFFICE, TORONTO, ONT. — GEO.D.PERRY, GENERAL MANAGER

AUG 8 1919

188 N D 7

(AUG. 8, 1919)

COBOURG ONT 8

HON W L M KING 416

OTTAWA ONT

HEARTY CONGRATULATIONS WE ARE ALL WITH YOU

G W ARMOUR.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37122

Ottawa, 26th August, 1919.

Dear Mr. Armour,

It was most kind of you to have wired me your congratulations on the selection of myself as Leader of the Liberal party.

I appreciate exceedingly this expression of your friendship and confidence, for both of which I am deeply grateful.

You will understand, I am sure, the circumstances which have made it impossible for me to send an earlier acknowledgement of your kind message.

With warm personal regards,

believe me

Yours sincerely,

Mr. G.W.Armour

Cobourg. Ont.

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

37123

We search all the publications in Canada and the United States for any subject either of personal nature or relating to any business topic. The following partial list may suggest some subject on which we can be of service to you.

The CANADIAN Press Clipping Service

143-153 UNIVERSITY AVE.
TORONTO
P.O. BOX 368

Our album department compiles scrap books and albums of valuable clippings on subjects or events you may wish preserved in a permanent way. We specialize in memorial albums, illuminated and bound in any leather you desire.

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FISHERIES
FUEL
GROCERY BUSINESS
HIGH COST OF LIVING
INSURANCE
LABOR
LANDS
LIGHTING
LEGISLATION
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MARINE NEWS
MINING
MORTGAGES
MUNICIPAL
MARKETS
MOVING PICTURES
OBITUARIES
POLITICS
PROHIBITION
PUBLIC HEALTH
PERSONALS
PUBLIC OWNERSHIP
PUBLICITY
RAILROADS
RECONSTRUCTION
RETAILERS
SCHOOLS
SCIENCE
SHIPPING
SECURITIES
TARIFF
TELEPHONES
TOWN PLANNING
TRAVEL
TRADE
UNIONS
WATER POWERS
WAR VETERANS
WOMEN'S INTERESTS

August 8, 1919.

Honorable W.L. Mackenzie King,
Ottawa, Ontario.

Honorable Sir;-

We wish to congratulate you as the elected chosen leader of the Liberal Party in Canada and wish you the fullest success as such. It looks as if big things would happen in the near future. As a veteran I am pleased, naturally, with the decisions and resolutions passed with regard to the veterans.

We are in a position here to keep you posted through editorials and news items as to the feeling throughout the country, and hope you will give us the opportunity of serving you with these.

We would just send you the original editorials or comments of interest, and eliminate the flood of "boiler-plate " material which is bound to appear.

For this special service the charge would be at the rate of 5 cents per clipping.

Awaiting an early reply, we remain

Yours sincerely,

THE CANADIAN PRESS CLIPPING SERVICE ,

D.B. Cambridge

DA/EC. Manager.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37124

The Roxborough,
Ottawa, August 16, 1919

Mr. D. K. Armbreit,
Manager, The Canadian Press Clipping Service,
143-153 University Avenue,
Toronto.

My dear Mr. Armbreit:

Allow me to thank you most cordially for the kind words of congratulation conveyed in your letter of August 8. It is deeply gratifying to me to know that you are so heartily in accord with the action of the Convention, not only as respects its choice of Leader, but also with the decisions and resolutions passed with regard to the Veterans.

I much appreciate the special service offer which you make on behalf of the Canadian Press Clipping Service, to have me supplied with original editorials or comments of interest. It may be that a little later on I shall be glad to avail myself of something of the kind. For some little time to come, however, I doubt if I shall be able to do more in the way of familiarizing myself with press opinion than to cover the material with which the Liberal Information Office has been accustomed to supply the Leader. As you possibly know, this Office was established some few years ago to be of service in work of this very kind.

Appreciating your kindness in writing me so promptly,

Believe me,

Yours faithfully,

W. L. MACKENZIE KING

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37125 ✓ Telegram Convention 7 1 5 19 - Copy to ✓ Telegram Dispatches - Winnipeg Free Press 7 1 5 19

Toronto
296 Berkeley St-
Address. Aug 11th 1919.

A

Mr. W. L. Mackenzie King.
Ottawa

Mrs. W. Armstrong.
c/o Mr. Frank Armstrong

Dear Friend;

Perhaps it should be, Dear Sir; but some how in view of all those girlish Ideas I had of you & Your Pals. I cannot- address you as, It would not look right to me. so Pardon the Liberty if you view it as such. The little story you recalled to my mind brought back to me one of the very pleasantest memories of my girl hood days. I could see again those boyish faces asking me when my Dad was & How excited I was

you as one undertaking
Will you do all you can
we have a visit
have been taught to
if you will
Friends this
result. I have
O our stubborn
& our stubborn
speak your
I shall
shall be
I am sure
Dear Friend
defence. I will
Very Sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

and what- Heroic I thought- you boys were
when in spite of my dear old Dad's advice
to you to be careful, & what- terrible fate
might- befall you if you disobeyed your
Faculty at the College, you still held to
your resolve to hear My Father speak
come what-may, and many times & oft-
I have told that story not- thinking of
what- one of those boys at- least- had become
since that time. It will be a very very
pleasant- little finish to my story when
I get back to Winnipeg & surprise the
boys there with that finish. I told it- here
at- a fine meeting held in the Labor Temple
and how pleased the old timers were to
hear it: Wm Ern. Webb one of our old timers &
my very dear old Pal as a boy was very much
surprised as my Bro. was: That I did not-
know: but- I have been West- now since
Dear Sir Wilfrid Was returned to Power
in 1896. and so have lost- track of our
Rising young men & the East: that is in
so far as these past- years consumed.
Now to asking you. no I won't- say a favor-
It's no favor. because We have done no wrong.
in so far as we know. in simply trying
to better the conditions & ourselves as
Workers. so I will put it- thus. I ask.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37127

The Roxborough,
Ottawa, September 6, 1919

Mrs. H. Armstrong,
C/o Mr. Frank Armstrong,
296 Berkeley Street,
Toronto.

Dear Mrs. Armstrong:

I am exceedingly sorry not to have been able to send you before this, a word of acknowledgement of the very kind letter you sent me after your return to Toronto from the National Liberal Convention. The truth is, I have been simply overwhelmed, not only with correspondence, but with pressing demands from all sides, and so far as letter writing goes, have had to do just the best I can day by day.

As soon as your letter was received, I spoke to Mr. McKenzie, the House Leader of the Opposition, with reference to that part of it which relates to the trial. Not being as yet in Parliament myself, I have very little opportunity of rendering a service one way or the other. I have spoken, however, to a number of the Liberal members as well as Mr. McKenzie, and urged them to see that, so far as their influence can make itself felt, justice should be made to characterize the proceedings to which you have referred. You may rely upon my continuing to utilize my own efforts in this direction.

If it gave you pleasure to discover the friendship I had with your father for many years, and my relation to the incident of my College days, which we talked of

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

together at the Convention, you may be sure it was not less a pleasure to me to find in yourself one who was the daughter of my old friend. None of us who were at the University in those days will ever forget the fight made at that time for freedom of speech on matters of social and economic concern. Some of us who were born Liberals took naturally to the attack upon what, even in those days, we regarded as a fundamental right. It may interest you to know that your father gave me, as a boy, much material bearing on the labor problem. My interest in the cause of Labor was not a little aroused by the many talks I had with him. That interest has grown and intensified with the years.

With kind remembrances and regards,

Believe me,

Yours sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37129 ✓ By-Elections - General
✓ Liberal Party - Publicity
✓ Industry & Humanity

349 Maitland Street London,
October 24th 1919.

Hon. W. L. Mackenzie King,
House of Commons
Ottawa,

Dear Mr. Mackenzie King,

May I add my congratulations to those which I know are flowing you from all parts of Canada upon your

be of great interest to our readers, some of whom doubtless had the privilege of knowing your mother, and all of whom, whatever their political leanings, are particularly interested in the new leader of Liberalism in the Dominion.

It seems an impertinence to ask this of you just as you have entered upon your onerous new responsibilities. While the news value is a factor just at present the picture and data will be deeply appreciated whenever you can find leisure to forward them.

Am just now for the first time reading your book "Industry and Humanity". I like it with my whole heart. It is so fundamentally right.

Wishing you every possible success in the leadership, and the premiership after the next election,

Sincerely yours
Isabel P. Armstrong.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37130

election by acclamation in the Prince Edward Constituency? It has been interesting to read to-day how you have plunged into the thick of the G. T. R. Arbitration fight in the House.

Several weeks ago, when the new illustrated weekly, the "Week-End Review", of which I am associate Editor, was just getting ready to make its first bow, Mrs. Ernest Smith- told me about a portrait of your mother painted by Mr. Forster, and stated it might be possible to get a photo of it for the Women's section. I asked her if she would write to you in regard to it; and also stated I would like to have some facts for a little sketch to accompany the re-production. She tells me you have been good enough to say you will let me have both as soon as you have time to get some particulars together. I know that it will

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

37131

The Roxborough,
Ottawa, October 29, 1919

Miss Isabel C. Armstrong,
349 Maitland Street,
London, Ontario.

Dear Miss Armstrong:

I cannot thank you too heartily for the kind congratulations and good wishes you have extended in your letter of October 24, and for all they imply of confidence and good-will.

I deeply appreciate also the wish you have expressed to have a photo of Forster's painting of my mother and some biographical data to be used for publication in connection with it. When I wrote Mrs. Ernest Smith some days ago, I confidently expected to be able to prepare within a few days some notes which would meet the purpose you have in mind; but the pressure of each day's public duties has so far prevented me from turning my thought in this direction. I have had it in mind to do this at the first opportunity, and as soon as the House closes, if no earlier chance offers, I shall make it a point to prepare something.

With many thanks for your appreciative references to my "Industry and Humanity", and with best wishes for the success of the "Week-End Mirror",

Believe me,

Yours very sincerely,

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

INDUSTRIAL RELATIONS

37132

JOHN J. ARNOLD
VICE PRESIDENT

FIRST NATIONAL BANK
CHICAGO
FOREIGN EXCHANGE DEPARTMENT

Hon. William Lyon MacKenzie King,
c/o The Rockefeller Foundation,
61 Broadway,
N e w Yo r k.

My dear Mr. King:-

One of the great events of the year in the activities of the Union League Club of Chicago is the celebration of Washington's birthday. In the past such men as Grant, Cleveland, McKinley, Roosevelt, Hoar and Lodge have been the guests of honor and the speakers of the occasion. We realize that this year the element of international fraternalism should be introduced. On this account a committee will come to New York to invite you to be our guest of honor and the speaker this year.

I am writing to ask for an appointment for Thursday or Friday next. I should thank you to wire me upon receipt of this letter and if you care to do so you may use the private wire of this bank with Messrs. Potter, Choate & Prentice of your city, stating time when the committee may see you.

You will pardon me for an additional personal word. I, too, am a Canadian by birth and am a member of the Canadian Club, as well as of the British Empire Association here. Mr. W. K. Pattison, whom I think you know, is the President of the latter, and joins me in urging your acceptance of this invitation. While I have not had the pleasure of a personal acquaintance with you, I have been interested in your activities in public life and have had an opportunity of a somewhat more intimate knowledge through our mutual friend, Mr. Albert Breithaupt of Kitchener, Ontario. We Canadians here believe this is an unusually important opportunity for the cementing of the splendid relations which now exist between our adopted country and the land of our nativity. In our judgment you are the man for the occasion.

With best wishes and kindest regards,
I am,

Sincerely yours,

Saturday, January 4, 1919.

W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA

Continued on Roll 33

W. L. Mackenzie King Papers

Volume 42

PUBLIC ARCHIVES PUBLIQUES

CANADA

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W. L. Mackenzie King Papers
Volume 42

PUBLIC ARCHIVES PUBLIQUES
CANADA