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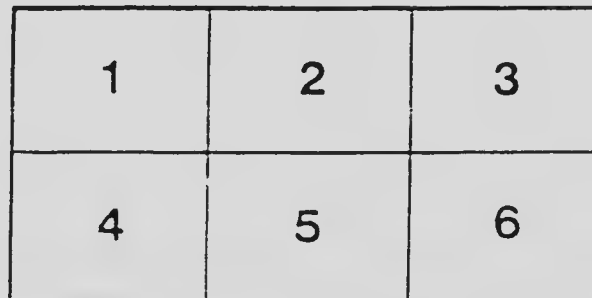
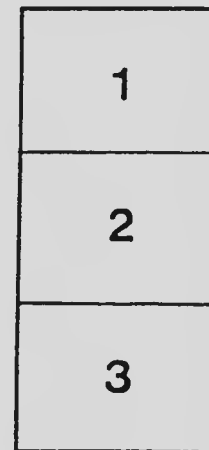
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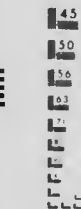
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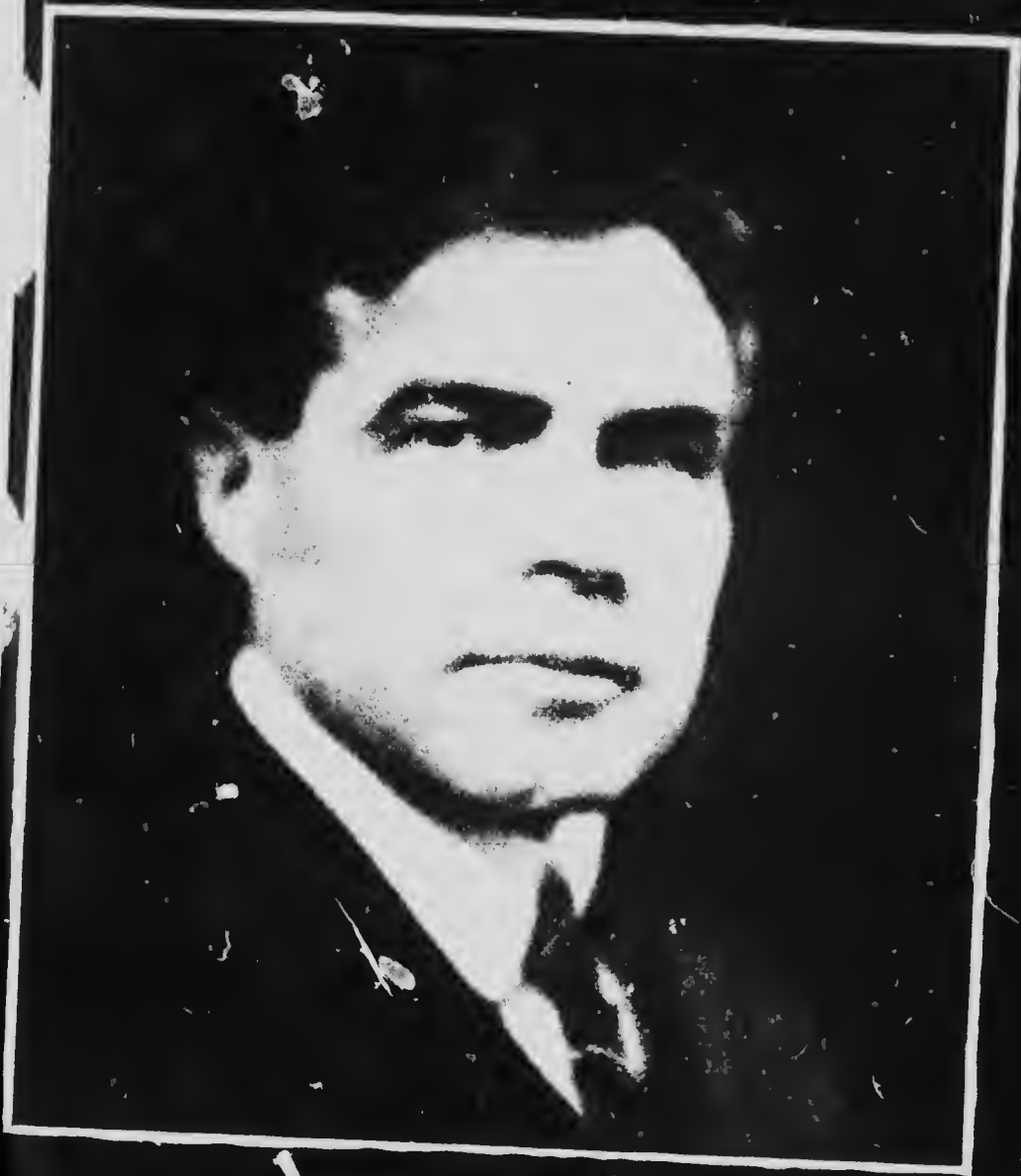
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C·P·R· CONFERENCE
AND BANQUET
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At the Glen Yards, Westmount

C. P. R. CONFERENCE AND BANQUET

MARCH 21-24, 1919

AFTER an interval of six years, the Officers of the Canadian Pacific Railway decided that it would be a good thing to have a banquet with the object of getting better acquainted. As this meant calling Officers from all over the System, it was decided to make the banquet the peak of an educational conference at which problems affecting all departments should be discussed, terminals should be inspected, and a visit paid to the historic City of Quebec, which many of our Western Officials were anxious to see. Committees were appointed to make the necessary arrangements, and in order that the Officers should have the opportunity of meeting and hearing Lord Shaughnessy, Chairman of the Company, on his return from the Old Country, the date eventually decided upon was March 21-24, and the place for the banquet Montreal.

For this Conference and Banquet 78 Officers came to Montreal from the West, 86 from Ontario, 16 from the Province of Quebec outside Montreal, 8 from the Maritime Province and 1 from the United States. Many of the Western Officers came in a special train and in order to impress these Officers with the fact that they were welcome at any hour of the day or night, a musical programme supplied by two distinguished artists hailing from the Eternal City or thereabouts, supplemented by the explosion of one hundred torpedoes, greeted the Prairie and Pacific Coast delegates as the special glided into Windsor Street Station at 5.00 a.m. on the morning of March 21st. With that innate courtesy which characterizes all C. P. R. men, this musical programme was not continued more than fifteen minutes, so that the parlor games which were no doubt in progress should not be unduly disturbed. The music was also supplied free of charge.

At ten o'clock sharp on time, Mr. C. E. E. Ussher, Passenger Traffic Manager, took the chair for the Conference at the Ritz-Carlton Hotel. Mr. J. McMillan, Manager of C. P. R. Telegraphs, read a paper on "The Relations between the Company's Officers and Employees." As this paper resulted in active discussion, it is quoted in full.

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C. P. R. CONFERENCE AND BANQUET

RELATIONS BETWEEN COMPANY'S OFFICERS AND EMPLOYEES, ORGANIZED AND UNORGANIZED

Gentlemen:—

The relations between the Company's officers and employees must be marked by cordial good-will, intelligent co-operation and mutual respect. We cannot hope to build and maintain a successful organization on any other foundation.

Officers should bear in mind that they are almost wholly responsible for the relations that exist between the official staff and employees. Officers instruct and direct. An officer should remember to instruct as he himself would like to receive instruction. All instruction should be clear and concise.

Officers who expect to maintain the best relations with employees should refrain from irreverent appeals to the Supreme Being—profane or abusive language is a weakness, and should be avoided.

Officers should be quick to note exceptionally good service. Your appreciation should be expressed. You should encourage the less skillful or less efficient, it will pay big returns. Helpful encouragement will make better workmen.

Do not threaten to dismiss any employee unless as a last resort.

ORGANIZED EMPLOYEES

The best relations will be maintained when officers and employees thoroughly understand and live up to the conditions of service contained in the schedules agreed to by the Company and employees. Trifling schedule evasions may mean hours of argument before a Labor Board. Schedule evasions mean little to the Company and often lead to serious dispute. Officers should deal with organized employees with such fairness that there will be no occasion for an appeal to a Grievance Committee.

UNORGANIZED EMPLOYEES

The relations between officers and unorganized employees should be marked by careful supervision. Officers should have a personal knowledge of each employee's record, so that good work will result in promotion. If there is no opportunity for promotion and the work of the unorganized employee is important, an increase in salary should be arranged without waiting for an appeal from the employee. The supervision of the unorganized employees is the best test of an officer's fitness to maintain good relations with his staff. There may be little pressure other than his own standard of what is right and fair. His supervision should be such that the unorganized will feel no disadvantage by reason of the lack of organization.

Officers who discipline or dismiss should, with as little delay as possible, give the employee the full reason for discipline or dismissal and not keep him in suspense. It is a waste of time for which there is little or no excuse.

So far we have considered the principles that mean success in every organization, namely, good-will, co-operation, and respect, the general principles of supervision, the recognition of faithful service as applied to organized and unorganized employees. If, however, we wish to create and develop broader lines of organization, which will mean better relations between officers and employees, then we must not be unmindful of the interests beyond the lines of instruction and obedience.

SAFETY FIRST

We should consider the principles of "Safety First". "Safety First" methods are designed first to protect the employee. "Safety First" has been advertised extensively wherever it seemed possible to find space for the familiar motto,—"Safety First". Have "Safety First" measures prevented accidents? Has "Safety First" resulted in greater safety in transportation, less risk of injury to employees and passengers, and less loss of life? Officers should freely express their views as to the "Safety First" Rule. We should hold fast to every factor of safety and protection against accident.

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The Chief of his Clan



At the Angus Shops

FIRST AID

Further.—First Aid measures should appeal strongly to the officers and employees. First Aid training carried out by the Company without expense to the employee is appreciated by the employee, as it is an evidence of generous preparation to protect him in the event of accident or unexpected breakdown due to ill health. In the event of accident our sympathies are quickly aroused, yet, without a proper knowledge of First Aid, we can be of little assistance. First Aid training will mean prompt and intelligent care of the injured, relieve suffering, and probably save human life. First Aid training should be taken up by officers, foremen, chief clerks, engineers and conductors, and an effort made to enroll all who are interested.

WELFARE WORK

We should not forget the general need for a broad policy of helpfulness in Welfare Work. This gathering of officers should consider, and probably suggest that the Company appoint for the System a General Welfare Work Officer, appointed to make an inspection of all Divisional points where the employees are housed in the Company's buildings, and all Y.M.C.A. centres, social and athletic activities and supervision of general recreation interests.

BENEVOLENT FUND

An opinion should be expressed as to the need of creating a Benevolent Fund, maintained by the officers and employees by subscribing part of one day's pay. This fund to be administered by a committee of the employees on each grand division, to apply to all cases of unusual need caused by ill-health or other emergent cases, not now provided for. For example, where an employee is advised by his Physician that unless he is in a position to take special treatment, or two or three months' rest and treatment in a Sanatorium, he is likely to suffer a complete collapse. In a case of this kind a request should be made for money to be taken from the Benevolent Fund. If the fund created by employees is well handled for at least one year, officers might then recommend that the Company consider some assistance to it.

The Country and Company have passed through a critical period during the last four years. The Company's record has been one of high honor; its policy has been marked

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by a generous administration; its officers are well trained and its employees efficient. It is, I am sure, the ambition of officers and employees alike, to uphold the present high standard and bend every energy to effect improvements. We will attain the best results by broad and considerate administration and by mutual respect between officers and employees, and through a thorough understanding by the employees of the Company's policy of generous and fair treatment.

The discussion on Mr. McMillan's paper resulted in the following resolution:

RESOLVED:—That a Committee consisting of Messrs. McMillan, Taylor, Doig, Stockdill, Pyne and Elder, together with the Presidents of the Recreation Clubs and kindred organizations, be appointed to give full consideration to the various subjects touched upon in Mr. McMillan's paper, and make their recommendations at this Meeting of Canadian Pacific Railway Officers at the afternoon session.

The Committee reported the following resolution, which was unanimously carried:

It is recommended that an officer to be known as Welfare Officer be appointed for the System, whose duties shall be to supervise educational, first aid and safety first work, Railway Y.M.C.A., social, athletic or other organizations, including boys' clubs. That he be required to gather data concerning these matters and also respecting the formation of a benevolent organization to look after employees unfortunately stricken in illness and requiring help. A report and recommendation to be made within twelve months to the Vice-President. The Welfare Officer to have as his Committee the Presidents of such organizations.

RESOLVED:—That all dealings with the Company's employees should be dominated by a spirit of good-will, co-operation and mutual respect. To avoid irritation and misunderstanding in the interpretation of wage agreements, local officers should not give their own interpretations, but apply through their proper officer to the officer negotiating the agreement for an authorized interpretation, such interpretation to be circulated to all officers interested.

EMPLOYEES MAGAZINE

A paper was read by Mr. J. M. Gibbon, General Publicity Agent, setting forth the purposes of an "Employees Magazine," which was unanimously approved by the Meeting.

COMPANY'S POPULARITY AN ASSET IN SECURING TRAFFIC

A paper was read by Mr. F. W. Peters, General Superintendent, British Columbia Division. The discussion which followed indicated that it was the sense of the Meeting that not merely the personal good-will towards agents and officers is essential, but it must be implemented by efficient service in every respect.

The following subjects were introduced:—

"CLAIMS," by Mr. G. C. Jackson, Auditor of Claims.

"PERSONAL INJURY," by Mr. F. R. Haney, Claims Adjuster.

"FIRE PREVENTION," by Mr. E. Moore, Insurance Commissioner.

A general discussion took place on each item, which indicated that the excellent records so far made would be improved upon wherever possible.

On motion the Meeting adjourned 4.30 p.m.

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On Saturday morning a special train conveyed the out-of-town visitors, accompanied by a large number of Montreal Officers, through the Glen Yards and to the Angus Shops—a trip which was voted both instructive and entertaining. The fire fighters at the Angus Shops gave a display and the locomotive and car shops were inspected. The great event of the day, however, was the Banquet at the Ritz-Carlton, timed for 7.30 p.m. The hour for assembling was announced as seven o'clock, so that those officers who had not yet met the Chairman and President personally should have the opportunity of being presented.

The Committee in charge of the Banquet had spent a great deal of time and thought upon all the details, with the result that it proved a triumphant success. The entrance to the Banqueting Hall of the Ritz-Carlton had been transformed by members of the Real Estate Department into a realistic C. P. R. Station,—the first of its kind to be painted with the latest standard C. P. R. colors, duly adorned with C. P. R. Telegraphs and Dominion Express signs and fully equipped with telephone dispatching apparatus. The Hall itself was gay with palms kindly lent by the City of Montreal from its greenhouses and with festoons of smilax arranged under the artistic supervision of Mr. M. McD. Duff, Manager of Great Lakes Service. On the two panels behind the



At the Angus Shops



An Exhibition of Fire Fighting

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Entrance to the Banquet Hall

stage were portraits of Lord Shaughnessy, and Mr. R. B. Angus, lent from the Board Room at Windsor Station. Close to the head table were marvellous confections of sugar icing and chocolate devised by employees of the Dining Car Service. One was a model of a new type of locomotive now under construction at the Angus Shops, entirely constructed of white sugar except that the coal in the tender of the locomotive was made of chocolate and the smoke emanating from the smoke-stack of

sweet incense. Another wonderful model represented the President's new private car "Thorold," and a third the C. P. O. S. Steamer "Minnedosa." All three models were cleverly lit up with electrical effects which were especially admired when the lights were turned out for the lantern slide display.

With the aid of printed seating lists, the guests found their places very quickly, and at 7.30 the Train Announcer in full uniform called out from the balcony "All aboard for Joy Town, Happyville, Fellowship, Harmony Junction and Thorold." This was immediately followed by the striking of the gong announcing the departure, the engine bell being rung and traps worked to imitate the noise of a train pulling out.

As the sound of the departing train was dying away, eleven glee singers dressed as Station Red Caps appeared in the Balcony and sang "Pack up your Troubles in your Travelling Bag."

A bright, cheerful vaudeville entertainment accompanied the actual dinner, and as the words of the choruses had been placed in printed form on the tables, a most harmonious spirit prevailed from the very start. Mr. Frank Oldfield and Mr. Joseph Saucier were the two male soloists, and splendidly they sang "Sussex by the Sea" (Mr. Oldfield) and "Give a Man a Horse he can Ride" (Mr. Saucier). Both brought down the house. The Entertainment Committee had also brought up from New York two ladies of dazzling beauty with voices that made the nightingale sound like the brakes on a rusty wheel.

The poetic edition of the Yellow Folder and the elaborately illustrated menu had also added to the gaiety of nations, so that when the time came to hear the speeches every one was in good humor and ready to appreciate.

After "The King" had been toasted, the Secretary (Mr. E. Moore) read the let-

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ters and telegrams, one of which, from Mr. I. G. Ogden, was particularly appreciated. It read as follows:—

March 22nd, 1919.

I regret very much that I am not able to be present with the officers and employees to-night, at their Banquet, which I am sure will be very enjoyable.

I feel that a few words from me will not be out of place, after my thirty-eight years of service with the Canadian Pacific Railway, in connection with the Accounting Department, from its start, until it grew to contain about nine hundred officers and employees.

Words I could not find to express fully all my thoughts in connection with this length of service, and of those who have been with me. In all that time I have no regret at any appointment made by me. I have always found the most perfect loyalty to me, and that could only be when shown in perfect loyalty to the Company and its welfare.

The Department has not only maintained itself efficiently in every way, but it has furnished from its ranks several in the formation of other Departments, where I am sure the Company is receiving excellent service.

I have always found it well to remember that I was once an office boy, and from that up through the various promotions as clerk; remembering all that, I have tried to treat all those with me so that they might consider me a friend. There is no lack of discipline in such feeling, and it is better to see an order or instruction carried out with a smile rather than with a frown.

I am sure if all officers will cultivate such feeling among employees it will result not only in friendly respect, but in sincere service to the Company.

Connection with the Canadian Pacific Railway Service should bring pride to everyone, knowing as they should the record that has been made by the Company, as what may be well termed the backbone of the Country, and it will be found that the mark "C.P.R." on the record of anyone is looked on in the same way as the mark "Sterling" is looked for when one is buying valuable silver.

I congratulate you all on this family meeting, which must result in good, and which I hope will become the usual annual affair, and wishing you all the best of health and success,

I remain,

Very sincerely,

(Sgd.) I. G. OGDEN.

Mr. F. L. Wanklyn, who throughout the Banquet made a very efficient and popular chairman, then rose to propose the toast of "THE COMPANY."

Gentlemen:—

On rising to propose this toast I feel it immeasurably beyond my powers to do even scant justice to such an important subject.

I will not attempt to "paint the lily" nor "to gild refined gold."

It is not possible for me to begin to materially enlighten such a critical audience as I have before me regarding anything that you do not already know about the great Corporation that we have the honor to serve.

The Canadian Pacific Railway is, indeed, a wonderful organization.

In a comparatively short time it has earned for itself a world-wide reputation for energy and efficiency, and success.

It has accomplished things that were at one time considered practically impossible.

It has succeeded beyond the wildest dreams of the illustrious and far-sighted men who conceived and built this railway from ocean to ocean, across our great Dominion, through vast and almost uninhabited territories hitherto but little known, bridging mighty rivers, grid-ironing boundless prairies, tunneling lofty mountains, winding through virgin forests, overcoming physical and climatic difficulties of all kinds and under all conditions.



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The actual work of construction was not, by any means, the only difficulty to be overcome, but when constructed and in operation, traffic had to be created, vacant lands had to be peopled, industries had to be established, a thousand things essential to the success of this gigantic undertaking had to be devised and executed on a sound commercial basis.

A nation had to be built, and it was, and the Canada of to-day—the brightest jewel in the British Crown—is largely due to the construction of the Canadian Pacific Railway.

We are indeed fortunate to have with us to-night the Chairman of our Company, Lord Shaughnessy, the great executive chief who has done so much to make the Company what it is to-day

For twenty years he has been at the helm and has piloted our good ship through many tempests and difficult passages, always safely and wisely, into the smooth waters of success and efficiency, and even now, after handing over his charge to another capable steersman, we rejoice to find that he is with us with an eye on chart and compass, ready and willing with advice and experience to assist in overcoming any difficulties that the turbulent future may have in store.

The wonderful story of the Canadian Pacific related by our much esteemed late President, Lord Shaughnessy, in his address to the shareholders, reads like a fairy tale.

Begun and carried to a most successful issue within the lifetime of some of the original projectors, a remarkable group, shrewd men of indomitable courage and persistent perseverance, who can truly be called "Empire Builders," their names are forever linked with the unparalleled progress and prosperity of the Dominion.

The Company has ever been fortunate in the selection of its Executive Chiefs, Mount Stephen, Van Horne, Shaughnessy, Beatty, men possessing incomparable talents, untiring energy and devotion to the Company's interest and welfare. They are the galaxy of great men who "carried on." They worked out its problems and achieved the wonderful results. They builded better than they knew.

To serve such chiefs is a distinct honor, and the wonderful result is the echo from those under them to whom various details and complexities of the organization are entrusted.

As it was in the past, so it is to-day, and ever will be, as long as we have the good fortune to look up to men like E. W. Beatty, our first Canadian-born President. That square jaw and look of determination inspire universal confidence, and with such a leader we need not fear the future. We are justly proud of him. Let us hope and pray that for many years to come he will be spared to preside over the destinies of our great Company.

The Canadian Pacific Railway is a cardinal factor in the life of our Empire, linking up, as it does, the Motherland with the Dominions across the seas and beyond, bringing closely together the Eastern and Western hemispheres. Just think for a moment what this meant during the late War as an Imperial lesson to all observers, the bringing of nearly one hundred thousand Mongolian laborers from far-off Manchuria to work in old France—swiftly, silently, safely—thereby releasing much needed fighting men whose places in non-combatant positions they were able to fill.

Remember also what the C.P.R. men have done. In the dark and anxious days, when the very existence of our great Empire was in peril and the outcome of the fierce and bloody struggle was a matter of conjecture, C.P.R. employees gallantly "did their bit;" they volunteered in thousands in answer to the call, leaving comfortable homes and all that was nearest and dearest, prepared and ready to make the supreme sacrifice for King and Country! Ten thousand went to the Front; eight hundred and sixty-seven (867) never will return. Many have already returned, eighteen hundred and seventy (1870), maimed and broken; but all proudly conscious of having played their part like men, able to rejoice in the fact that they helped to bring about the glorious Victory which crowned their efforts. All honor to our returned heroes—we thank them for what they did, as C.P.R. men, for freedom's cause. Is there anything calculated to impress the other nations of the world more vividly as to the power of that Empire and the extent of its resources than this? All made possible and efficiently carried out by the great Canadian Pacific Railway Company. Not only Canada but the British Empire owes an everlasting debt of gratitude to the bold and daring men who had the vision and the genius to provide British North America with a peerless

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transportation system which reached out across both oceans and which, in the dark hour of the sore trial, did so much to save the Empire and the civilization of the World.

The saying is that nothing succeeds like success!

Nothing is more satisfying to the individual than to work for and to be associated with a successful concern.

It is a progressive, cumulative quality;

It can only be sustained by continued effort:

Slacking off and slowing down court failure.

It is the product of properly co-ordinated individual effort of the highest quality.

It is aptly illustrated in the deep and mysterious natural phenomenon of "Crystallization" in which the molecules assume a regular arrangement conducive of the best results.

The brilliant strategist and brave soldier, essential to each other, can only attain success by properly co-ordinated effort.

C.P.R. ideals have been established and recognized the world over they must be maintained, and it is up to you and to me to "Carry On."

Gentlemen "LOYALTY" must ever be our watchword.

Loyalty to the great Institution we have the honor to serve. Loyalty to our President, by carrying out the duties entrusted to us, cheerfully and to the best of our ability, Loyalty to the Country we all love so well!

Imbued with this all-inspiring spirit the future will be as grand as the past and all is well. I ask you, therefore, gentlemen, friends and colleagues, to drink to the continued prosperity of the Company, and to the health of our well beloved Chairman, Lord Shaughnessy, and our President, Mr. E. W. Beatty, pledging to both our unswerving loyalty and our affectionate devotion.

LORD SHAUGHNESSY

Lord Shaughnessy was greeted with warm applause when he rose to reply to the toast of "The Company." The Orchestra broke into the strains of "Killarney," and the song itself was sung with great feeling and charm by Mr. Saucier.

I appreciate very much, commenced Lord Shaughnessy, the piece of music that has just been so beautifully rendered. Killarney was the birthplace of my mother, and I hold her memory in dearest recollection, and it was appropriate, therefore, that I should have called three successive cars Killarney, in which I spent so many hours, weeks and months travelling over the system, and devoting myself to that great corporation to which we are connected, a corporation that holds for me, and I am sure for you, the very foremost place in our affections.

I entered railway service nearly fifty years ago, just after leaving school. During that fifty years I have been associated with two companies, one for fourteen years and with the C.P.R. for thirty-six years. I would not have time to tell you of the many interesting events connected with my association with the C.P.R., its officers, its directors, and its affairs, but I can say most truthfully that one could not lead a more interesting life, though it was not always smooth sailing. Frequently there were difficulties, and difficulties of a serious character, to surmount, but in the main our success during the past twenty and twenty-five years was without interruption, and when the time came when the future welfare of the Company demanded a younger and more active man should be charged with the duties of chief executive, it was a most fortunate circumstance that the board of directors had in hand a man of such paramount ability, and such unquestioned integrity, and such great vision as possessed by our new President, my successor, Mr. Beatty. (Applause.)

He takes the property over in its splendid condition, physically and financially. He takes it over with something that may be of even greater value than either of these, with what I conceive to be the best organization in the world, an organization founded upon discipline without fear, discipline that had for its substance and was based upon fair dealing and justice, discipline that had as one of its main ingredients the loyalty of the men who were under discipline, discipline that knew and declared to the men that every man was safe in his position if he were safe himself. That was the foundation of the splendid

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Built of sugar-icing and chocolate: new type of Locomotive and the President's Car

organization of which you here, gentlemen, are the outstanding representatives, and Mr. Beatty may feel gratified that in starting upon his career as president of this great corporation he is to have the assistance, the loyal and unquestioned and energetic assistance, of such men as I see around here. It is very gratifying after all these years to see so many here who started in small posts and who have obtained positions of marked prominence. I see here the Vice-Presidents, and officers such as Mr. E. Alexander, Mr. J. Leslie, Mr. A. Price, Col. Ham and others whom I recollect as young boys, and who are now, I was going to say, grey-haired men, but I will say who have grey hair, probably due to the earnestness with which they performed their duties, but which earnestness in the end brought them to the posts they now occupy in the affairs of the Company. I do not wish to take too much of your time to-night, because I know that there are others to follow, but there are some few things I would like to refer to.

We are now entering upon rather a new era in industrial affairs. Those of you who have to do with labor matters face problems of a character somewhat different to any you have faced heretofore. I think I can say for the C.P.R. during my period of office the relations between the labor employed by the Company and the officers were of a most harmonious character. We had little of the difficulties that others had to contend with. I hope that those conditions will continue in the future; but in dealing with labor questions and in dealing with other subjects, we must be to the forefront and in the front rank, and must not be behind or lag to the rear.

SITUATION OF LABOR

I have just returned from England, continued His Lordship. There the situation of labor is a cause of anxiety. Nominally the problem between labor and employers is a question of hours and rates of pay. To my mind, and it will be so here, there is something beyond that now. It is not only a question of hours and rates of pay, but of the actual status of men who are performing such a large portion of the work of building up industries, and making themselves as strong an influence as the capitalists and employers. It is a question of what their social status is to be in the future. We may take it for granted beyond question that the working man of the future, the working man of to-day, must be permitted and enabled and assisted, he and his wife and children, to lead quite a different existence to that of the past. (Applause.) They must not be confined to the narrow, sordid lives that have been theirs hitherto. They must have the opportunity to enjoy the good things of life that those in higher positions have enjoyed. I am sure that every officer of the C.P.R. who has to do with social and industrial questions of this kind will, as I suggested before, be in the front rank in meeting the situation and in dealing with it judiciously and thoughtfully.

Now, my good friends, one word more. By reason of your positions, and I am speaking more particularly to those who are located in our own country, by reason of your positions, you have great opportunity of promoting a national sentiment in Canada that will be productive of the greatest possible benefit to the country. You in your locality, by reason of your posts, have a broad acquaintanceship. You can conduct a propaganda of national idealism, of national thought, that will be a safeguard to the welfare of our beloved country. I do not mean by aggressive interference in political campaigns—that is to be avoided—but by intelligence of thought in utilizing the superior information that you have because of your connection with the bigger and broader questions of the country, by utilizing that

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information, by impression upon your neighborhood, by having a campaign of feeling between the east and the west and north and south, between every race and every class of citizen who constitute our citizenship in this country. I have no doubt that you will do that, and will be willing to do that.

Now, I have become a bit of a supernumerary. (Laughter.) We worked along together for a good many years. I cannot tell you, I would not attempt to tell you, how highly I appreciate the devotion and the loyalty that I have met with throughout all the years of my administration, nor would I attempt to thank you, nor tell you how large a part that loyalty and devotion played in the success that attended my efforts. I feel sure that I bespeak for my successor, Mr. Beatty, that same spirit and co-operation. (Applause.)

Great as is our corporation, vast as are our interests, varied as its activities, I have in my mind's eye a C.P.R. infinitely more great, more successful, and more progressive than at any time, and with the wisdom and tact and ability of your President, combined with the loyal and devoted efforts of yourselves, that end can be attained. I will not take time to say more to-night. I am afraid that I have kept you too long as it is. (Cries of "No.") I can only express my great gratitude that I have had the opportunity to be here. I know of no gathering that is as homelike as a C.P.R. gathering, and there is no other atmosphere that so inspires and exhilarates as a C.P.R. atmosphere. I hope and earnestly trust that while for a time there may be difficulties resulting and brought about by the war, the forward movement of the Company will continue without interruption, and in the meantime, my dear friends, you have the thanks and blessing of your old chief.

A tremendous ovation greeted Lord Shaughnessy on the conclusion of his stirring address, and our Chairman was evidently touched by the enthusiasm of his reception.

Another round of cheers was given when Mr. E. W. Beatty was called upon by the Chairman for his address. It was the first occasion on which many of those present had heard their new President. They had come with great expectations and they were not disappointed.

MR. BEATTY'S SPEECH

I trust that you will permit me to put my own interpretation on the generosity and warmth of your greeting and to assume—as I am perhaps warranted in assuming—that you are expressing, through me, your appreciation of the Company. In fact, if it were not for the innate modesty which characterizes all officers of the Company, I would say that you are taking advantage of the occasion to indulge in a little audible appreciation of yourselves.

This, I think, is the third banquet held by the Officers and Employees of the Company, the last one being held in December, 1912. By reason of the outbreak of hostilities in 1914 these gatherings, which were intended to be annual, have not been resumed since. This was inevitable, but I sincerely trust that nothing in the future will prevent a function which has in it so much of pleasure to the participants, and in a different degree perhaps some profit.

It was my privilege in 1912 to attend the second annual banquet in my capacity, at that time, of General Solicitor of the Company, and it is only fitting that I should recall to those of you who were present then, the fact that several of the most honored and respected Officers of the Company who were there, are not here now. They have passed out of the service and, in many cases, out of this life, but they have left a place in our recollections and our affections which cannot be effaced.

We cannot pay too much respect to these men—and some of them are here to-night—who have given the best of their life's service in the interests of the Company, who have reached the age of retirement, and who are now spending the declining years of their life in comparative freedom from business affairs but whose affections for and interest in the Company and everything pertaining to it still exist. They are worthy of the appreciation which all of you more active are, I know, so willing to accord them.

The last six years have made somewhat violent changes in the personnel of the Company's organization, and I was struck particularly when considering the proceedings at that

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dinner,—and especially the remarks made by the President, then Sir Thomas Shaughnessy with the effect of the traditions of the Company upon those engaged in directing its enterprise. It is well enough for us to give our time and thought to the problems of to-day and the possibilities of to-morrow, but it would never be wise in our case to disregard the lessons of the past, or the standards of efficiency and integrity set us by the distinguished men who have heretofore headed this Company's activities.

It has always struck me as a fact of peculiar significance that each stage of the Company's development from 1881 to 1918, when Lord Shaughnessy retired from the Presidency, was marked by the incumbency in the office of the President of a man who, by nature, disposition and talents, was peculiarly fitted to direct the administration of the Company's affairs during the particular period of his tenure of office. You may say that that was our good fortune, and it certainly was, but it was not an accident that Lord Mount Stephen, Sir William Van Horne and Lord Shaughnessy presided over the destinies of this Company at those particular periods. It was, in fact, one of those results which come from the development of men in responsible positions over a period of years, which enable them, when the testing time comes, to fill the gap necessary to be filled if the Company is to progress and prosper.

It is perhaps not fitting that I should indulge in encomiums of the work of these men, who, in different ways and for different reasons, appealed so strongly to the imagination and the confidence of the Canadian people, and the results of whose work is shown in the outstanding position which the Company holds in the many and widespread phases of its activity. Their work meant much to Canada, to the Canadian Pacific Railway and to its shareholders, and that result is easily appreciated and will be given its due measure of recognition in the history of this country.

There is another gentleman whose quiet and retiring disposition is apt to make us forget that he is, with one exception, the sole member living of the original Syndicate incorporating the C.P.R. I refer to Mr. R. B. Angus, who, from the beginning, has been the guide, counsellor and friend of each of the successive Executives of the Company, and has never, in the past 38 years, failed to serve and guide the interests of the Company in a way that has earned the admiration, respect and appreciation of his associates on the Board and the Shareholders of the Company.

To us, however, who succeed in later years to the positions occupied by them and others, their personal qualities must be a continual and, I hope, effective inspiration. Each of them were men of unswerving integrity, loyalty and true vision, which inspired the confidence of the people without and a spirit of loyalty in the employees within.

If it were seemly to do so in his presence, I would cheerfully devote much time to a personal tribute to the qualities of heart and mind which have made Lord Shaughnessy such a distinguished and unique personality in Canada, and have made his period of office, for the past nineteen years, one of uninterrupted prosperity. From him I have learned much, and from the high quality of his ideals I have received a practical inspiration, which I know is shared by you all, to do what is best, but always creditably, in the interests of the Company. Lord Shaughnessy's devotion to the Company and to its interests, the affection in which he is held by the Officers, and in the last analysis his judicial attitude, in spite of the handicap of racial temperament, have been to me the three outstanding phases of his character and career. If you add to this a rigorous sense of discipline and an unswerving integrity and unimpeachable official and private life, you will have some appreciation of why it is that this extraordinary measure of respect and confidence is accorded him by the people of this Country.

As I have indicated, the last dinner of the Officers was held in December, 1912. At that time Lord Shaughnessy gave you some interesting figures indicative of the progress of the Company in the previous ten years, and, in order that you may have some conception of the steady progress which was maintained since that time, I am impelled to give you a few further figures just made public in our Annual Report.

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In 1912 the Company had	1820	locomotives
In 1918 ..	2255	..
In 1912 it possessed	1841	passenger coaches
In 1918 ..	2179	..
In 1912 there were	369	sleeping and dining cars and
In 1918 ..	480	..

The transportation development is probably most vividly evidenced by the increase in the number of freight cars, the Company owning in 1912—61,444, and in 1918—89,513.

In 1912 the gross earnings of the Company from transportation amounted to \$123,000,000, and in 1918 \$157,000,000.

The Pay Roll of the Company has now reached the enormous sum of \$7,500,000 per month.

Unfortunately, owing to the increased cost of operating, the ratio of net earnings has not been maintained, but as this is a condition due to exceptional causes, and is common to all railway and industrial enterprises in recent years, it is not one which indicates any lack of advancement.

The variety of the Company's interests is just as numerous as outlined to you on previous occasions, and the extent of its activity in all of them has shown the same progression as in its purely transportation enterprises.

In the strenuousness of the times in which you live and the exacting nature of the services which you are called upon to render, it is conceivable that time for a study of the history of the Company and of the character of the work in transportation and other ways, which it has done and is doing, may not be accorded to you. I would commend to each of you an earnest and careful consideration of the speech of the then President, delivered at the last Annual Meeting of the Shareholders of the Company. It is a concise and illuminating historical exposition of the development of the Canadian Pacific Railway. I do not wish you to live in the past, but an adequate appreciation of the development of the Company since its inception is necessary to a proper realization of the character and importance of the work individually and collectively, you are all attempting to do now.

The problems of to-day, transportationally speaking, are not at all akin to the problems of the past, and the problems of the future have still more of the unknown in them than the problems of to-day.

The Canadian Pacific Railway is what is termed "A Public Service Corporation," which means that in its primal functions it makes its way by serving the public. While it has always been a Public Service Corporation, the view of what constitutes effective public service has in later years been modified and enlarged. It is said that the public is an exacting and jealous mistress. It is also true that the public is a generous friend, and the attitude of the public towards a Corporation is necessarily and properly influenced by the attitude of that Corporation and its officers towards the public. Nothing is so readily recognized and appreciated as willingness to serve, and efficiency in service.

In these times when the people's minds are directed to possible changes in the theory of administration of transportation companies, it is more important than ever that the Officers and men of this Company should appreciate to the full the character of their obligations to the public. I am not unmindful of the fact that unreasonable demands are periodically made of Railway Companies, but I cannot avoid the conclusion that the extent to which the people of this Country believe in the Canadian Pacific Railway as an Institution, which is honestly and efficiently managed, and the extent to which they believe in the integrity and fair-dealing of the Officers of that Company, will in a large measure depend their attitude towards the Company in connection with projects for Government ownership, nationalization, or whatever other term the excursions of Government into private enterprises are designated by.

The C.P.R. is not in business for its health, but health is very necessary to it, and that health depends upon the prosperity and good-will of the Canadian people. Canada's prosperity is our prosperity, and what is good for Canada is good for the Canadian Pacific. Canada's interests are our interests.

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Many of you have grown up in the service of this Company. You have been faced with competition from other Companies performing public service. You know the extent of that competition and the healthy conditions which evolve from it. It is said that self-interest is the guiding influence in men's lives, and that is true, and nothing spurs men to effort towards greater efficiency than the healthy competition of a rival engaged in the same business.

The competition which you have to meet at present is in a measure different from this. It has all the elements of the natural struggle for business which pertains in all industries, but it has this aspect of abnormality, in that the principal competing force, being the Government, possesses in itself powers which make the competition unequal. In many cases the Government is in the position of judge and jury, of the man who is umpire, who owns the ball field and has an interest in one of the teams. Improperly used such competition is unfair. I do not say necessarily so, but the strong and human tendency is to exercise strength where one knows he possesses strength, and to exercise power where that power is accorded.

I have great confidence in the sense of fair play which prevails in this Country. I believe a judge known to be unfair would, without hesitation, be removed.

I am only mentioning these facts lest someone might assume that we did not know the difference between these forms of competition, and so that you may be even more assiduous, conscientious and loyal to the interests you represent and keenly alive to the obligations you owe the public, by whom in the last analysis we shall all be judged.

No one could be prouder than I am of the position and prestige of the Company in Canada and throughout the Empire, and my pride is tinged with humility, in that I appreciate my own share in its extraordinary development has been small. I have, however, acquired from my predecessors, and especially from my immediate predecessor, an appreciation of those standards and ideals which have made this Company a somewhat different Corporation, and one to whose activities one may swear fealty only less in degree to that which you naturally give to your Country.

Its fortunes and development have heretofore been linked up so intimately with those of the Country itself that the Canadian Pacific can rightly be termed a National enterprise, and its development a National development. It was purely Canadian in its conception, largely Canadian in its development, and if its activities have been so extensive as to be Imperial in character, it has redounded not only to the benefit of the Corporation itself, but to Canada and its people also.

In closing, I wish to say a word to you in appreciation of the loyalty which has always characterized the officers and men of the Company. For years, as you know, I was a member of the Law Department, and therefore in the position of the man in the grandstand watching the game, and often the man in the grandstand sees more of a game than the players. If there is one thing more than another that during these years convinced me that the C.P.R. must progress and prosper, it was the fact of the strong spirit of loyalty which permeated every Department and was shown by every man in it.

It is perhaps true that loyalty to a Corporation is, in some form or other, bound up in the human equation, and has some relation to a man's respect and loyalty to his immediate superior, but loyalty cannot exist from the bottom up unless it prevails from the top down. The loyalty which every officer owes to those above him is exactly measured by the loyalty which they owe to him. Superior officers are expected to give consideration and support to the efforts of those whom they direct, and those who are taking direction are required to carry out the wishes of their superiors and the duties of their office with that complete and absolute loyalty which their treatment by those superiors has warranted.

They used to tell every American boy, "Some day you may be President of the United States," and that was said only as indicating the equality of opportunity which existed in that country.

Some few years ago I was returning from Quebec with two friends in whose composition a sense of humor had taken the place of respect, and when we reached Three Rivers they disappeared from the car, and on their return presented me with due ceremony with a picture post card on which was printed, "No mother ever said to her son 'Some day you will

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be Vice-President.'" I am not repeating this for the purpose of discouraging those of you who are Vice-Presidents in embryo, but as an appropriate example of the general feeling that the highest position is open and is the one which should be aimed at. So far as fairness of opportunity goes the Canadian Pacific offers opportunity for every boy, a fair field, no favorites, and no handicaps on natural endowment.

The Company is looking, day by day, for boys and men who are disciplined, reliable and brainy, and in no corporation in Canada are there so many first, second and other prizes offered for the capable and efficient man. I hope you will remember this and advise your wives and heirs accordingly.

The value of the individual to a corporation cannot be over-estimated if he appreciates what he can do with his own personality. None of us, I presume, have a full conception of the influence of the personal equation in human affairs. It, however, influences every situation and every individual action. If you capitalize your personal qualities for the benefit of the road it is that much stronger, and you a much more potent factor in its success.

I commend to you a personal and studious interest in the affairs of this Country, with which your own fortunes are inextricably bound up. I commend to you an increasing interest in the affairs of your local communities, both for your own sake and for ours, and I particularly commend to you an intimate knowledge of the Company and its affairs, a desire to give and accept unhesitatingly suggestions for the benefit of the service, no matter from what quarter received, a jealous regard for your own standing in the community, and the first and prime duty of efficient service to those with whom the Company has dealings.

Just before W. N. Tilley, K.C., gave the toast of "Our Vice-Presidents," the audience was treated to a ten minutes' trip through Canada on the C.P.R. and allied lines, colored slides being thrown on the screen illustrating the types of country served by the railway, interspersed with pictures of the chief operating officials from Nova Scotia to the Pacific Coast.

I have just had my first trip over the C.P.R., commented Mr. Tilley, in referring to the exhibition. When one thinks of what has been accomplished in thirty-eight years, he realizes at once what courage and enterprise were shown by those who had to do with the building of this great railway. The Company has met with great success in the past and we have no doubt about the future. We hear about possible difficulties that may confront the C.P.R., but we have no fears, knowing that the present competent officers will be in charge. There may be difficulties, but the Company was never better equipped to handle them. You have just listened to Lord Shaughnessy and also to Mr. Beatty, and I ask if I am not right when I say that the Company could not be in a better position to meet difficulties than when it has as its President a man of the ability and energy that Mr. Beatty has, and is guided by the knowledge and experience that the present Chairman of the Company possesses?

But the Company does not depend entirely upon its chief officers, its ex-Vice-Presidents. It depends for its success largely on the skill and ability of its Vice-Presidents. Men for these positions are not found by the Directors, as Lord Shaughnessy suggested in regard to Mr. Beatty. They were found by Lord Shaughnessy when he was President, and will in the future be found by his successor, Mr. Beatty. It is largely due to the foresight of the Company's highest officials in selecting suitable men for these positions that the success of the Company has been made possible.

One cannot but regret that we have not with us to-night every Vice-President. We miss Mr. Ogden, the senior Vice-President, who could tell us about this Company from its very beginning down to the present date; and we also miss Mr. MacTier, Vice-President of Eastern Lines. We would like to hear from both of them. But we have with us three Vice-Presidents, Mr. Grant Hall, Mr. W. R. MacInnes and Mr. D. C. Coleman, and we shall be delighted to hear what they have to say. It is with pleasure and pride that I propose the toast of the Company's Vice-Presidents.

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Mr. Grant Hall was the first Vice-President to reply, and spoke as follows:

NEED OF CO-OPERATION



After hearing Lord Shaughnessy, the President and the Chairman, it seems that we have nothing to do, but I would like to express, at least, my pleasure in seeing so many old friends here, and so many others who are here from all parts of the system. I might say that these dinners originated with Mr. Beatty, and I may say that from the close association that I had with Mr. Beatty I do not think there has been any mistake in having put the mantle where it has fallen. Lord Shaughnessy in his remarks made some very pertinent suggestions, and some very important statements in connection with what I may call the personal element. One has only to think of what has transpired in Russia where, if I understand the matter aright, the

Bolsheviki have attempted to eradicate the personal element, and have just about destroyed that country.

We officers on the C.P.R. have been fortunate in having had as President for a great many years a man of extremely broad vision, courage, with abundant faith in this Country, who gave us an equipment and roadbed and terminals not to take care of the business as it existed at that time, but to take care of a business that we may be fortunate enough to get, and he had the faith to believe we would get. I think it is for us to say to Lord Shaughnessy that we will take care of the property, and tell him that it is in as good a condition as when he turned it over to our President, Mr. Beatty. Just one word more. Unfortunately on a railway it often happens or has happened, but never on the C.P.R., that we have so-called departments, that jealously guard and take care of what they call their rights. Let me ask every officer here to co-operate. Let me ask every officer to give the Vice-President who succeeded me in the West and the one in the East, that support that was given me when I was in the West. We will have problems facing us from now on that are most serious. We had the war. Now that the war is over, the settlement problems are as serious in a way as were the war problems. Meet it together, co-operate and consult and show that you are all of one accord.

Lord Shaughnessy, it was with a great deal of pleasure that we all heard that you would be present this evening. It was with some regret that the announcement was received last fall that in order to obtain a rest from your arduous labor you had decided to retire from the Presidency of the Company, but it was with feelings of satisfaction that it was learned that you were to remain as Chairman of the Board. Let me assure you, sir, that you have the respect and affection of the employees from the highest to the lowest to a marked degree. I would ask you, sir, to take this small token of our respect to Lady Shaughnessy, and we wish Lady Shaughnessy, your family and yourself many years of happiness.

Mr. Hall then presented Lord Shaughnessy with a basket of roses.

OF THE OLD DAYS

Vice-President W. R. MacInnes followed:—

I imagine that in speaking about traffic some of you hope that I may tell you how tariffs are made, how division sheets are constructed, and how revenues are allotted as between connecting carriers, so that you may have a comfortable little snooze between speeches. I must endeavor to disappoint you. I think that it would be more interesting and give a more human touch, to draw a comparison between the methods of the olden Traffic Managers and those of modern times.

In the early days a Traffic Manager was a "trader," very much the same as the Sales Agent of a large industrial company, such as the United States Steel Corporation.



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The American Railways had been extended out west of the Missouri River, and one or two as far as the Pacific Coast. A market had to be found for the products raised. This necessity frequently led to some very low rates. George Olds, the first General Traffic Manager of the Canadian Pacific Railway, used to illustrate this by telling a story of when he lived in St. Louis and had charge of the traffic on the Missouri Pacific and the Wabash Railways. There was a rate in effect on flour from St. Louis, via Baltimore, to Liverpool of a little over fifty cents per barrel. At Christmas one of the millers said, "George, I am going to give you a barrel of flour." He said, "All right, send it up to my house." "Oh no!" said the miller. "It would cost more to deliver it at your house than to ship it to Liverpool—send for it yourself."

I recall that one or two of the Trans-continental Railways were interested in a traffic which existed prior to the treaty between the United States, Great Britain, and Canada. A large number of seals were caught in the northern waters of British Columbia, and up to Behring Straits. The skins were sent by schooners to Victoria, where they were put into casks and shipped across the continent to London, England. The printed tariff rate was two dollars and ten cents per one hundred pounds. Three or four cars were offering for shipment. The representative of the Northern Pacific Railway called to secure them, he was told that they had been promised to the Canadian Pacific. He then wrote down upon a piece of paper—he explained afterwards that he intended it as a joke—"I will make you a rate of \$1.50 per 100 lbs." When our representative called he was told that, as promised, he could have the shipment, but must meet the rate named by his competitor. Through inexperience and a want of thoroughness in looking further into the facts, he fell into the trap. The facts were reported to Montreal. I was then writing shorthand, and had the pleasure of taking down a message to Mr. D. E. Brown, our Asst. General Freight Agent in Vancouver, to fire our representative in Victoria for being such a tenderfoot. He was discharged, but the Canadian Pacific Railway carried out his contract.

When I went to Chicago in 1896 the trading principle had been carried too far. It is fair to say that little, if any, competitive traffic moved out of Chicago at current tariff rates. Various remedies were tried—one of them was pooling, but the word "pool" was never popular with the public—another device was what were known as "Gentleman's agreements." The word "agreement" may have been all right, but the word "Gentleman" proved to be a misnomer. Many of you may remember the caustic remark made by Charles Francis Adams, at one time President of the Union Pacific Railway, "that for a Traffic Officer to maintain an agreement was either a symptom of youth or defective education."

Subsequently the Joint Traffic Association was formed, with office on Liberty Street, New York. It was composed of some of the Presidents, and of the Executive Traffic Officers of the Trunk Lines. It was during the life of the Joint Traffic Association that Joe Leiter was running his famous wheat corner, and most of you will recall how it ended. One of the results was a large accumulation of wheat in the Chicago elevators. The problem was to find an export market. A very respectable old Scotchman was put in charge, but he didn't know the railway game. An assistant was appointed, and what he did not know about the manipulation of rates and the various methods by which they could be cut was not worth learning. Just at that time the Joint Traffic Association was having one of its spasms of virtue, and a decree went forth that any Traffic Officer found cutting a rate would be discharged. None of us poor devils could afford to lose our jobs. Without making any confessions as to past transactions, the first Traffic Officer in Chicago upon whom this assistant called was myself. He came into my office, was perfectly frank, laid all his cards upon the table face up, and said, "Mac, I want to move a round lot of wheat for export via Boston. I don't want it to move over one of the initial all rail lines out of Chicago. I want to load it from the elevators into vessels, send it straight across Lake Michigan to the Pere Marquette. I want you to arrange for 300 to 400 Canadian Pacific box cars to be delivered to the Pere Marquette at Detroit. Now my proposition is this. I want you to protect me to the extent of three cents per 100 lbs., but when I load the wheat into the vessels I am going to buy an equal or a larger amount on the floor of the exchange. I believe when the fact leaks out that an export market has been found wheat will advance two or three cents per bushel. If it does, I will sell what I bought, take

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my profit, and pay you *full tariff*; if my judgment proves wrong, then I want you to pay me three cents per 100 lbs." Pretty shrewd trading. I said, "I must first of all wire Head Office"—not because we boys out on the firing line always loved Head Office, but when we were in doubt as to whether we should side step or not we found it convenient. I received a decisive "No" which meant that the Canadian Pacific Railway was maintaining its agreements and that I was a disappointed man.

Well, those old days with their "happinesses" and "iniquities" have gone. The pendulum started to swing the other way. Teddy Roosevelt got out with the big stick. The Interstate Commerce Commission was galvanized into life. The railways were both prosecuted and persecuted. A Railway Commission was formed in Canada. Many a long day and night Mr. Beatty, Mr. Lanigan, myself and others, spent in defending our rates and endeavoring to prevent them from being unnecessarily reduced. The Passenger man was more fortunate, but not because he had been more virtuous in the past.

The pendulum swung still a little further, and rates instead of being reduced were advanced, and there was talk of Government control and Government ownership—a subject upon which I will not touch, except to remark that many people, if they got Government ownership of all the railways, would not know what to do with it. "Like the dog which chased a train, the train stopped, the dog caught it, and he didn't know what to do with it."

Well, what is the position of the modern Traffic Manager? I will not refer to European, Asiatic, or Australasian traffic, but only to our domestic business. There are two subdivisions—"Local" and "Competitive." I have always been a great believer in building up local territory. There is a selfish reason. You get one hundred per cent of the traffic in and out. There is a broader aspect. It is a mistake to let a community feel that because it is local to your line it will not receive fair treatment, or be given reasonable service. A contented local community is a valuable asset; a disgruntled one is worse than a liability. To illustrate what I have in mind. This Company spent a great deal of time and money in developing the Okanagan Valley in British Columbia, the Kootenays and towns which were then local to our line, such as Calgary, in Alberta. The time and efforts thus spent were, I can assure you, amongst the best investments this Company ever made.

As to competitive traffic, it is, of course, true, that as more railways are built, more territory becomes competitive. We must obtain our share as against our neighbors, in order to meet our expenses and in order to pay a reasonable return upon our securities.

First of all, we must secure and then hold the good-will of the travelling and shipping public.

Secondly, we should make our service *generally* just a little bit better than that of our competitors.

To accomplish these two things there must be perfect co-operation between *all* departments of this great system, so that they may work as one piece of machinery. I appreciate that this is easy to say, but that in the rough and tumble of daily life, or by superficial criticisms, or through an early morning headache, difficulties will arise. But we have been successful, we are being successful, and we *must* continue to be successful

Vice-President D. C. Coleman spoke briefly, saying:—

I wish to add my thanks to those of Vice-Presidents Grant Hall and MacInnes for the gracious acceptance of this toast. I regard it as a great honor to be invited to the general conference and dinner with a delegation of the officers representing the interests of the Company on the outer marches of the great West.

In the West we serve what some people are inclined to regard as a difficult constituency. It is true that the western people are outspoken and free in criticism. If you fail to meet their views as to services they sometimes voice their feelings with a pungency and a directness which is sometimes a little disconcerting, but, on the other hand,



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they are generous almost to the point of extravagance in appreciation for good services, and no people could possibly respond more warmly or more heartily to courteous treatment and reasonable argument. When confidence is once given, it is not lightly taken away. These people have a very high opinion of the C.P.R. They have great esteem and regard for the officers who control this policy, and I think that we can also say that they also have confidence in the officers who are in charge of carrying out the policy into practice. If we continue to make timely aid for the railway provisions of the country, and if the officers out there maintain our present standing of keenness and efficiency, no competitor can successfully assail our relative position west of the Great Lakes. The President can feel confident that his policy will be carried forward into actual practice to the full extent of our powers because not only is it our duty to him and the Company to give him that service, but the policy that he has proclaimed makes a convincing appeal to our reason and imagination.

TOAST TO THE CANADIAN PACIFIC OCEAN SERVICES

Mr. F. W. Peters, on rising to propose the toast of the C. P. O. S., said:—



I am sensible of the honor and responsibility placed upon me in proposing this important toast and would have greatly preferred that it should have been placed in better hands. It is perhaps not inappropriate that it should be proposed by a representative from the Pacific Coast because it was on the waters of the Pacific that this Company inaugurated its ocean service under the far-sighted policy of that great Empire builder, the then President of the Company; and by an officer who thought until to-day that he was the oldest in the Company's service, but on mentioning this fact to our much respected Vice-President in charge of finance I was called down with a jolt that made my head swim, and have to take third place in length of service to that distinguished official and Mr. Salsbury, both of whom preceded me in the service by eight months in the year 1881.

On learning that I would be called upon to propose the toast to the C.P.O.S. I thought it advisable to call at the office of that Corporation and meet some of the officials as I have not had the pleasure of knowing them. On entering the office I said: "My name is Peters from Vancouver, and I am going to propose the toast to your Company at the banquet on Saturday night, and I want to know what you are going to do about it." I was never received with so much courtesy and enthusiasm at any office of the Company, which is saying a great deal. Willing hands swung the gate, a chair was offered me, three or four chairs; I was compelled to indicate the brand of cigars I was accustomed to when in good society; my health was eagerly inquired about, and in a spirit of commiseration I was asked as to the conditions in B. C. under prohibition. I was asked how frequently I had crossed the Pacific in their palatial steamships, and astonished the officers by saying I had never crossed; being asked the reason, I said I had never been sufficiently urged.

I was assured that the overnight would be rectified and all I had to do was name the date and the size of my family. Well, as a result of this interview, I thought it necessary to amend my notes, to leave out some things I might have said and add some things I may not have said, but I put this toast to you as one of the most important in connection with the Company's service.

As you all know, the ocean service on the Pacific was inaugurated many years before that on the Atlantic. We old timers recall that the first Trans-Pacific cargo was brought on a sailing ship called the "Flora P. Stafford," through the Strait of Juan de Fuca and up the Straits of Georgia, through the narrows and up the large inlet to Port Moody the then terminus of the Canadian Pacific, on September 10th, 1886.

In order to demonstrate that the overland cargo, which consisted principally of tea destined for New York and other Eastern cities, could be handled as expeditiously as over

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any transcontinental lines, the tea was rushed into cars regardless of marks or destination, and it made a record trip; but in order that it might arrive at its proper destination, it was necessary to unload it all at Winnipeg and check and re-sort it.

The first transcontinental train from Montreal reached Vancouver on the 24th of May, 1887, and the first steamship under charter by the Company arrived at Vancouver on June 13th, 1887, the S.S. "Abyssinia." She was closely followed by the "Parthia" and "Batavia," which ships maintained a regular schedule until replaced by the now famous ships, the Empresses of "India," "Japan" and "China."

I recall that the first outbound cargo of the "Abyssinia" consisted of 40 tons of freight and the bones of one Chinaman. Incidentally the transportation of the bones of celestials who had passed in their checks in Canada was very profitable in the early days. It was then the firm belief among the celestials that their only hope of reaching their heaven was by interring their bones on Chinese soil. Some one spilt the beans some years later and convinced them that they had the same chance at very much less expense in being buried in Canadian soil, and that profitable class of traffic was lost to us.

The wonderful performances of the three "Empresses" named between 1891 and 1911 establishes a record for continual service that cannot be surpassed or equalled by the ships of any other steamship company. For 20 years these three splendid steamers steamed an average of 63,000 miles per year without having to lay up for repairs, any light repairs being done while in port.

The "Empress of Japan" held the record from Yokohama to Vancouver, time 10 days 14 hours; steaming the distance of 4,300 miles at an average speed of 17 knots per hour in 1897, which record she held until beaten by the "Empress of Russia" in June, 1914, time 8 days, 18 hours, with an average speed of 19.86 knots.

Without wearying you with figures I might give some brief comparisons showing the growth of the fleet and its traffic. Gross tonnage of fleet in 1899 was 10,300; present tonnage is 54,860. Passengers carried 1889—3,231; 1917—55,292:

Cargo carried 1889—53,217 tons; 1917—216,313 tons; an increase of 163,096 tons.

Up until recently, when the C.P.O.S. was incorporated as a separate company, it was under the able management as at present of that distinguished officer, Mr. G. M. Bosworth, whose absence this evening is much regretted. It was due to his energetic and able management that the rapid growth in its traffic can be attributed.

The relationship between the rail and marine officers has been marked by the utmost harmony and the best kind of team work. We are proud of our ocean service, and we have the consolation of knowing that that department at least will never go dry.

The splendid service by these ships, when they were turned over to the British Admiralty to assist in the defence of the Empire in the cause of liberty, is another feature to be proud of. The "Russia," "Asia" and "Japan" as armed cruisers off Manila in the early part of the war, and later rendering splendid service in the Red Sea at the Port of Aden, and in the bombardment of the Port of Salif, and the protection of lighthouses, and, in fact, keeping open the Red Sea for traffic, stands out as one of the achievements of the Navy. The "Empress of India" purchased by the Gaekwar of Baroda and presented to the Government of India for Red Cross work under the name of "Loyalty," was an evidence of the spirit among the wealthy men of the "Indian Empire."

As I have said, it is to be regretted that Mr. Bosworth is not here to respond to this toast. Personally I regret it because of my long and extremely pleasant service under that officer for my many years, but I have no doubt the toast will receive proper attention at the hands of the able director whose name appears on the toast list.

Of the Atlantic fleet I cannot speak, but its splendid performance is well known to the gentlemen of the East.

Long may our house flag float over both seas.

Gentlemen, the toast to the C. P. O. S.

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Replying for the C.P.O.S., Mr. F. E. Meredith, K.C., one of the Directors of that Company, said:



I think you will agree with me that the affairs of the Marine Department are in efficient hands when I tell you that Mr. Bosworth is the chairman, for he is not only versed in railway matters, but also in marine matters. It is absolutely essential to anyone who is managing a steamship line to be versed in railway matters, and we have such a man for the position. In addition to that, in order that you may fully realize that the interests are safeguarded, I may state that among the directors are three of your Vice-Presidents of the Canadian Pacific Railway, Messrs. MacInnes, Ogden and MacTier. The entire fleet is made up of three classes of steamers, those built or bought by the C.P.R., the steamers that formerly belonged to the Allan Line, and a smaller category that had belonged to the Elder-Dempster.

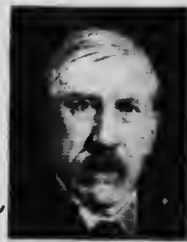
The combination makes a wonderful fleet. I say that without any fear of contradiction. It is as essential to the railway as the railway is to the steamers. Their interests are common. We were somewhat handicapped by the generous act of the President of the Railway at the beginning of the war. The British Government asked the Canadian Government if it would undertake the transaction and transportation of all supplies and munitions from Canada that were required for the Allies. The Minister of Public Works, who, at that time, was the Hon. Mr. Rogers, to my knowledge, and this is history now, at once appealed to Lord Shaughnessy for the necessary assistance to carry out this transportation, and Lord Shaughnessy, in the interests of our country and in the interests of the Allies, handed over, free of cost, twenty of the foremost transportation officers of the Company, versed not only in railway matters, but also in marine matters, to the British Government. These officers were headed by Sir Arthur Harris, and during the entire period of the war handled the entire transportation of all supplies that left Canada for the Allies. (Applause.) I may tell you that this is entirely apart from the other services. I merely mention it to show you that the Government recognized the proper people to come to to have this tremendous business carried out was the C.P.R. and they got their advice practically entirely from Lord Shaughnessy.

You will be glad to hear, and I am glad to say it, that we are beginning to get back the men whom Lord Shaughnessy loaned to the British Government. I do not want to go into details, but may tell you that the amount of supplies, munitions and freight shipped by those officials up to the time of the armistice from Canada for the British Government was 12,000,000 tons.

When the war started we had 38 vessels. We had casualties like other companies, and up to the time of the armistice we lost 15 ships. We handed over to the British Government nine of our steamers at their request, and that left us with a very small fleet, but in spite of that the directors of the Marine Department left no stone unturned to fill the gaps, and I can tell you that they replaced the 15 ships lost with 14 other ships, and before the armistice was signed we had 34 ships, or a fleet of higher tonnage than at the beginning of the war by 20,000 tons.

The Canadian Pacific Ocean Services shipped 4,000,000 tons and transported over 810,000 Canadian and American soldiers and only lost eight men in carrying them.

Lieut.-Col. George H. Ham, in proposing the toast of "Our Allied Interests," said that when he had been asked to be sponsor for it, he did not fully realize what a whale of a job he had to tackle. He supposed the C.P.R. had twenty or thirty allied interests, but when he had consulted his good friend, Harry Oswald, he was informed by that gentleman that he alone was Secretary of no fewer than sixty-one separate and distinct companies, and that he had great hopes that he would be up to par in a few years. These allied interests were all-embracing and included every blessed thing from transportation



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to salvation. The number beat Heinz's 57 varieties to a frazzle. (Laughter.) He had discovered that the C.P.R. Ocean Service with the Upper Lake, River and Pacific Coast Services formed a fleet of greater magnitude than the entire bedizened German Navy, and it was a hanged sight more efficient and useful. (Applause.) He had also found that the C.P.R. had nine railway lines allied with it—two of them electric roads—and these traversed the land of Evangeline, the best districts of Quebec—the Quebec Central—and then there were the Soo and Marquette lines, the Kettle Valley and the Spokane & International and the Esquimalt and Nanaimo which operated in Vancouver Island. These roads enabled C.P.R. trains or cars or those of its allies to traverse fifteen states of the Union—from which his hearers would readily understand why there was so much prosperity across the border. (Laughter.) He had also ascertained that another important ally—the Dominion Express Company—carried parcels of every possible description to all parts of the habitable globe, except those packages with corks in them that were destined for that awfully dreary dry area west of the Ottawa River. (Laughter.)

Then there was the Telegraph Company with its 115,000 miles of wire which would encircle the globe nearly five times, but more than that if they counted in that real live wire, Mr. John McMillan, the General Manager,—for then the wires would extend from the Equator to the Tropic of Capricorn, wherever that blessed place might happen to be. (Laughter.)

The C.P.R. had eleven Y.M.C.A. buildings—that's salvation—and these were highly appreciated by C.P.R. men. It had also welfare and social clubs at which cricket, baseball, golf, poker, football, auction bridge and other manly sports were indulged in; besides that they had dancing classes in which the young men and maidens could shake a foot in the fox trot, the one-step, the kitchen sink and other fashionable if not ultra graceful and courtly dances. (Laughter.)

Another great ally, which would be even greater if Quebec went bone dry next May, was the Caledonia Springs Co. When the people were deprived of their seductive Scotch and soda, and the merry making Martini and Manhattan and the genial gin fizzes were banished into utter oblivion, the C.P.R. would timely come to the rescue, and though there might be no mornings after the night before, there would be the rare vintages of Magi water, the effervescing Adanac ginger ale, the delectable cream soda—the delight of the hardened drinker—sparkling Cola Champagne, whatever that might be, to assuage the imperishable thirst, and to revive one's drooping spirits, and these with a bumper or two of that justly celebrated and far famed Duncan water, would make every day a Sunday in the sweet bye and bye. (Laughter.)

Then there was our munition industry during the recent war. The C.P.R. was the first to turn out cartridge shells in Canada, and so complete were its plants that Lord Rhonda and representatives of the United States Government came over and inspected them, and so satisfactory were they that the plans were adopted by the Imperial and United States Governments, with the most beneficial results. Millions of cartridges and shells were made in spectacular time, and shipped "Over there," and then nearly 10,000 gallant C.P.R. men went over—some never to return—who helped place them where they would do the most good for the cause of Christianity and civilization, and so effectually was this done that the gentle, innocent, blood-thirsty Hun went out of the fighting business forever and ever. (Cheers.)

Gentlemen, continued Col. Ham, there are over a hundred other allied interests, and the time is too late to even refer to them. All these allies are great aids to the Canadian Pacific Railway Company, and while not the big tent, are marvellous smaller shows that loyally and efficiently work harmoniously with the parent company and justly deserve every credit for what they are doing to make the C.P.R. the greatest transportation company of the age. (Cheers.) Will you kindly fill up your teacups and join in drinking to the continued prosperity of "Our Allied Interests" coupled with the name of Mr. J. J. Warren, President of the Kettle Valley Railway Company, our latest and scenically our prettiest ally.

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Rising in reply Mr. J. J. Warren said:—

If it were earlier in the evening I might attempt to respond to this toast, but at this late hour it is both impossible and inopportune for me to do so.

However, the situation is not so bad, because our good friend, Colonel Ham, has added to his many accomplishments the feat of proposing admirably and responding almost completely in respect of one and the same toast.

If I be again honored at another function—and I am not seeking the honor—I shall do my best on behalf of the allied interests, which, though small in comparison with the great Company, are still of some considerable importance. Some of them have made requests that they should be specifically referred to, but it is too late to even make a start in such a direction.

I believe with Colonel Ham that the existence of the allied interests as such has advantages. No doubt the advantages to them from a Canadian Pacific connection are very great, but there are advantages also to the Canadian Pacific from the relationship.

I think that the success of Lord Shaughnessy's administration was largely brought about by his policy of developing the individual. It appears to me that the more or less separate existences of the allied interests are traceable to this policy.

While there are both supervision and control by the parent company, there is enough autonomy left to the subsidiaries to bring about their development and the development of their officers. These officers feel that the success or failure of their organizations is the success or failure of themselves personally and do their very best accordingly. Complete centralization tends to retard the growth of the officers far removed from the centre.

If and when the interests demonstrate their success and fitness, they will probably be put in the main tent referred to by Colonel Ham. In the meantime, by reason of the officers being in close touch with the localities served by the interests, a sympathetic relationship exists between them and the residents, and the development of the various districts is considerably hastened.

Opposed to this development of the individual and individualism is public ownership. It has been referred to to-night, but not dealt with. In my opinion it stifles personal initiative and personal liberty. I do not believe in it. I do not think that all of those who favor it are Bolsheviks, but I know that every Bolshevik is for public ownership and would suggest that you watch both kinds and you will not find them far apart.

It is very inspiring to be present here to-night, to see the large number of Canadian Pacific officials present, and to feel the power of the institution. It is a pleasure also to realize that our former President is still in full possession of his faculties, as is evidenced by the great speech he has made to-night, and that his judgment is unimpaired, as is evidenced by his selection of a successor.

Mr. Beatty assumes office in troublous times. He has many difficulties and obstacles in his path, but with such a following as is here to-night, there is nothing he cannot surmount.

The approaching close of the Banquet was signified by the realistic imitation of the sound of a train drawing into a station. The deep voice of a conductor was heard saying "Montreal—all change." Whereupon a little old lady suddenly appeared on the platform and congratulated the conductor on the pleasant time she had had on the trip; "Let me know when the next banquet is to be," she said, "so that I can buy a ticket."

Whereupon the most successful reunion in the social history of the Company broke up.

Next day was scheduled for a trip to Quebec, and nearly two hundred officers travelled to that ancient city in the special train provided for that purpose. In accordance with the spirit of the day, the journey down was very quiet, although

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several brains were, no doubt, working upon the innumerable practical jokes that were perpetrated upon the morrow.

A warm welcome awaited the party at Quebec, where a family dinner was held at the Chateau Frontenac. The Mayor of Quebec, who attended, made a very happy speech, giving the C.P.R. visitors the freedom of the city. After dinner the guests adjourned to a delightful concert which had been arranged for their entertainment.

Next day the various types of vehicles available in Quebec were in heavy demand by sight-seers, some of whom went as far as St. Anne de Beaupre. Everything was going beautifully according to schedule, when a telegram was received from the Mayor of (suppressed by the censor) inviting the party on the return journey to stop off and be entertained to a drive and a dinner by the citizens of (suppressed again). By dint of squeezing a minute here, and speeding up a minute there, the time was found and a committee of delegates appointed to receive the welcome of the said Mayor in proper form.

But the city in question was considerably west of the Quebec Bridge, so before the big run commenced, the great span over the St. Lawrence was visited and duly admired.



At Quebec

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The following excellent account of the visit appeared in the *Quebec Chronicle* of March 27th.

The train was first pulled across the mammoth structure and then halted on the south shore in order that the party might debark and make the return trip on foot. For a little while everyone was satisfied to trudge along the foot-paths outside the railroad tracks, admiring the fine view of the river to be obtained from either side or estimating the drop to the rushing waters beneath, but soon some of the more adventurous climbed the steps



At the Quebec Bridge

leading to the top girders of the structure and were speedily followed by many more, who enjoyed the thrill of their aerial climb and the magnificent panorama made accessible from these imposing heights. Guard rails protected against possible mishap, but it was necessary to keep one's head-gear tightly clutched, and one or two paid the penalty of unwariness in this respect.

A noticeable feature was the manner in which the members of the party, as a whole, and this was true even of those coming from relatively distant centres in the United States, had familiarized themselves beforehand with facts and figures regarding the structure, and there is no doubt that they have all the "talking points" at their fingers' ends for future use. The consensus of opinion can best be summed up in the terse ejaculation, "some bridge."

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Before rejoining the train, a lively group posed for moving pictures and photographs against the back-ground of the mighty iron girders so that some permanent souvenir of the occasion might be obtained.

With appetites freshened by their recent exercise the majority turned their attention to the discussion of an excellent lunch as soon as the train was fairly on its way back to Montreal, after which the time was whiled away with the "swapping of yarns" and the performance of some card tricks fully equal to those commonly displayed in vaudeville performances, although twos and threes could also be seen in close conference going over past difficulties and comparing notes on present problems.

Above all was conspicuous a certain family spirit, a common loyalty that is no small part of the secret of the Canadian Pacific Railway's success. Take some two hundred men, most of whom are only slightly acquainted and some of whom are entire strangers in all but name, and throw them together in the tedium of a day train journey and you will have a resultant gloom of boredom and stiffness; not so, however, with these "rail-roaders," who are proud of the Corporation that employs them and who recognize that the title of a "C.P.R. Man" is sufficient evidence of character in others.

As the train drew near the city of —, coats and hats were donned, the finishing touches added to the carefully prepared speeches, and a queue formed so that no time should be lost in disentraining. But alas! for the schemes of mice and men — some one had apparently forgotten to advise the conductor or the engineer, or else (this is another theory just formed) the Mayor never sent the telegram received and the whole thing was a hoax — anyhow the train shot through the anti-cipated station at 55 miles an hour — "Nothing doing."

The hilarity that followed was just what Mr. W. A. Cooper required as an appetizer for the truly magnificent banquet he had prepared in the dining car. It also heralded a number of other happy ceremonies, most notable of which was the presentation of a watch chain and pendant to Mr. George Hodge with the following illuminated address:—

Now it came to pass that in the year of our Lord eighteen hundred and ninety there came unto the counting house of one Hebert a youth called George, the son of Hodge, who, clad in fine raiment, his hair anointed and face shining with much washing, did plead with much vigor for an opportunity to take abode with such a learned man as Hebert was reputed to be, hoping in the course of time he might acquire much knowledge and perchance even an interest in the counting house.



Presentation to George Hodge

C. P. R. CONFERENCE AND BANQUET

Now it came to pass that the patricians knowing full well the talents and sagacity of the youth, and marking with satisfaction his steady application to his daily task, resolved to place upon him tasks of more and more magnitude.

Verily he did thrive upon such treatment, and prospered until he was the recipient of many shekels of silver, month by month.

Now there came a time when, to the knowledge of his friends and associates, he had faithfully served and exercised his powers for full nine and twenty years, and it was resolved that this great lapse of time should be fitly noted by his fellow patricians, who, gathered together from far and near, did him honor.

After much search and many disappointments, a craftsman was discovered, and commanded to fashion to the best of his ability a wondrous gift of gold and silver and crystal and other precious gems, and in due time their eyes were delighted and their hearts gladdened by the sight of that which the craftsman had produced.

So gathering together, and summoning him to their midst, mid the burning of incense, this accompanying token of their esteem, affection and good wishes was placed in his hand, to have and to hold in undisputed possession of himself, his heirs and assigns forever and ever.

GOD SAVE THE KING!



East and West at the Angus Shops



MEMBERS OF COMMITTEES

- 1 E. Alexander
- 2 J. O. Apps
- 3 E. N. Bender
- 4 C. E. Benjamin
- 5 A. B. Calder
- 6 R. G. Chamberlin

- 7 W. A. Cooper
- 8 W. H. Curle
- 9 M. M.D. Duff
- 10 J. M. R. Fairbairn
- 11 C. B. Foster
- 12 J. M. Gibbon

- 13 Geo. H. Ham
- 14 A. Halton
- 15 Geo. Hodje
- 16 G. C. Jackson
- 17 W. B. Lanigan



MEMBERS OF COMMITTEES

- 1 J. Leslie
- 2 E. E. Lloyd
- 3 J. Manson
- 4 J. McMillan
- 5 F. G. Millen
- 6 E. Moore

- 7 W. J. Moule
- 8 A. S. Piers
- 9 A. Price
- 10 A. O. Seymour
- 11 W. H. Snell
- 12 H. E. Suckling

- 13 Frank Taylor
- 14 E. N. Todd
- 15 C. E. E. Ussher
- 16 Com'r J. T. Walsh
- 17 F. L. Wanklyn
- 18 W. H. Winterrowd

C. P. R. CONFERENCE AND BANQUET

MENU

Celery

Olives

Almonds

•

Supreme of Grape Fruit Maraschino

•

Potage Diane

•

Lobster Beaugency

•

Filet Mignon of Beef Cheron

Celery au Gratin

•

Royal Squabs roti en casserole

Salade Gourmet

•

Strawberries Melba

Gaufrette

•

Fruits assorted

•

Cafe

*The Ritz-Carlton Hotel, Montreal,
March 22, 1919*

ACROSS CANADA IN 10 MINUTES

VIA CANADIAN PACIFIC RAILWAY

As Illustrated on the Screen at the C. P. R. Banquet.
Reproduced in 10 Pages.



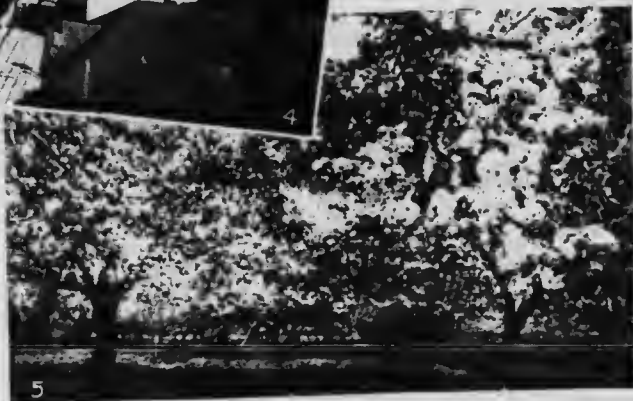
1 George E. Graham, General
Manager, Dominion Atlan-
tic Railway

2 Statue of Evangeline to be
erected by C.P.R. at Grand
Pré, N. S.

3 Evangeline's Well, Grand
Pré, N.S.

4 Halifax

5 Apple Blossom Time in the
Annapolis Valley





- 1 *H. C. Groat, General Supt.,
N.B. District*
- 2 *Fredericton, N.B.*
- 3 *Reversible Falls, St. John*
- 4 *Fishing in New Brunswick*
- 5 *St. John*



- 1 J. M. Woodman, General Superintendent, Quebec District
- 2 Chateau Frontenac, Quebec
- 3 Ottawa
- 4 Windsor Street Station, Montreal



5 Near
Sherbrooke,
Quebec

6 J. H. Walsh,
Gen'l Manager,
Quebec Central
Railway





- 1 *Allon Purvis, General Superintendent, Ontario District*
- 2 *Niagara Falls*
- 3 *French River, Ontario*



- 4 *Toronto*
- 5 *Hamilton*



1 *J. J. Scully, General Supt.,
Algoma District*

2 *Fort William*

3 *C.P.R. Great Lakes
Steamship*

4 *Thunder Cape,
Lake Superior*



5 *Along the North Shore of
Lake Superior*

6 *M. McD. Duff, Manager
C.P.R. Great Lakes S.S.
Service*





1 *A. E. Stevens, General Superintendent, Manitoba District*

2 *Winnipeg*

3 *Royal Alexandra Hotel and Canadian Pacific Station, Winnipeg*

4 *Ploughing*

5 *Threshing*



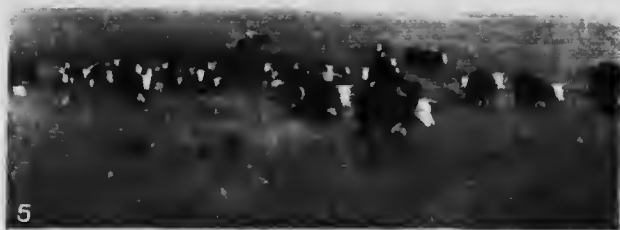
1 *W. A. Mather, General Superintendent, Saskatchewan District*

2 *Elevators, Moose Jaw*

3 *Parliament Buildings, Regina*

4 *Reaping at Indian Head*

5 *Beef Cattle*





1 J. M. Cameron, General Superintendent, Alberta District

2 Pulliser Hotel, Calgary

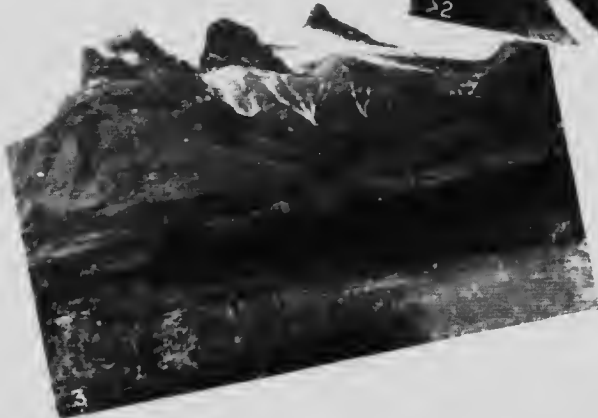
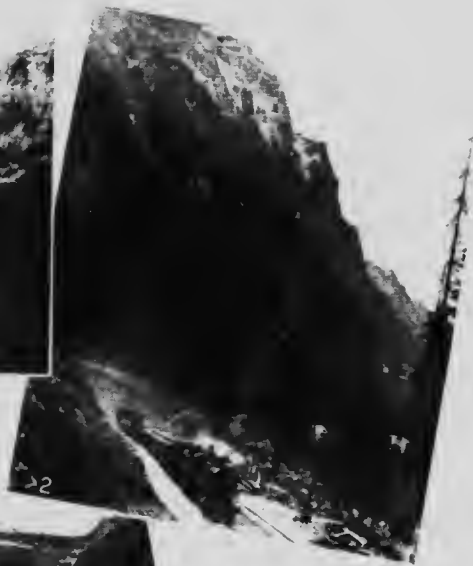
3 C. P. R. Supply Farm, Strathmore, Alberta



4 Natural Gas, Medicine Hat

5 Bassano Dam





- 1 Banff Springs Hotel
- 2 Connaught Tunnel
- 3 The Three Sisters, near Canmore
- 4 Lake Louise Hotel
- 5 Moraine Lake, near Lake Louise





1 *F. W. Peters, General Superintendent, British Columbia*

2 *Vancouver Hotel*

3 *Empress Hotel, Victoria, B.C.*



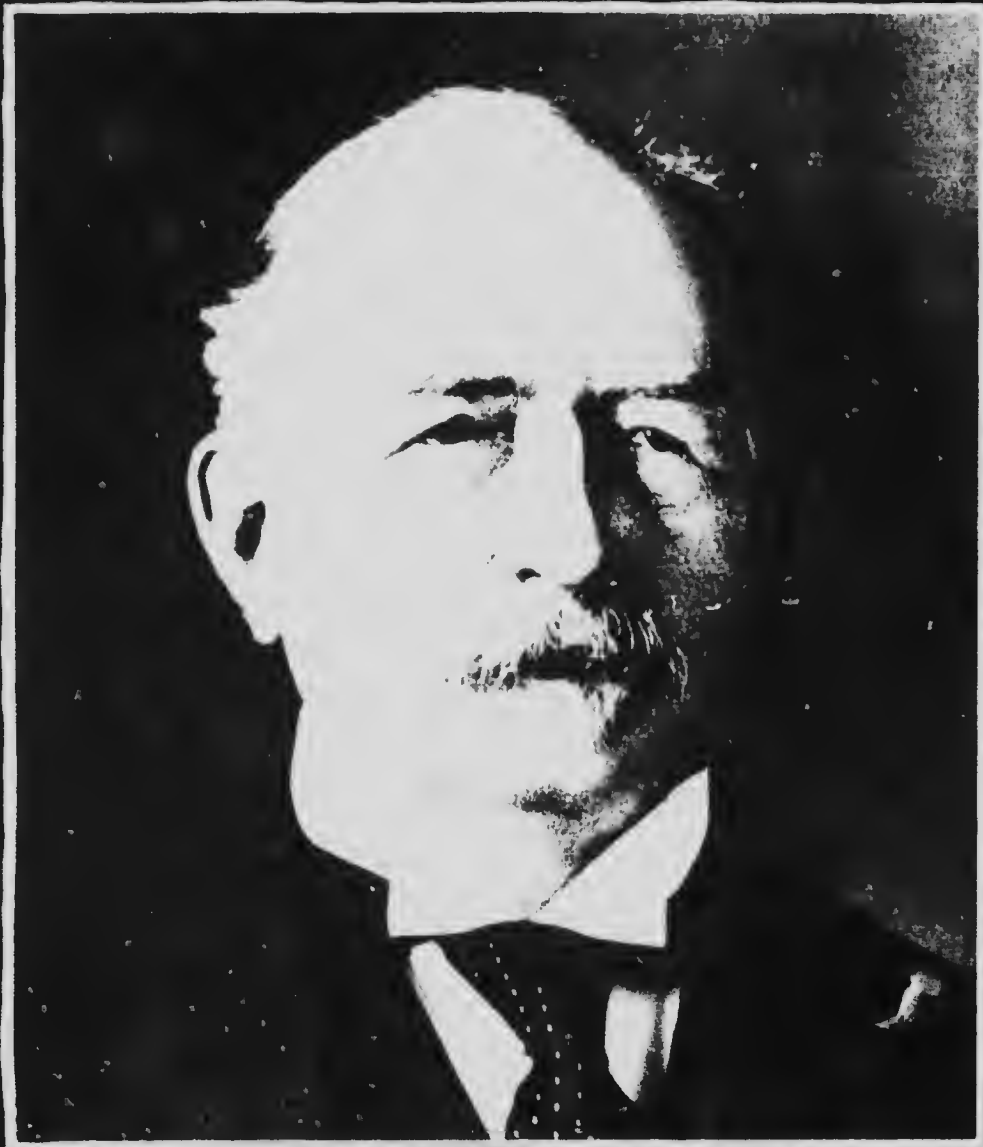
4 *S. S. "Princess Charlotte"*

5 *The Midnight Sun, Alaska*

6 *H. E. Beasley, General Superintendent, Esquimalt and Nanaimo Railway*



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