

8 or 10 years. The Dominion Government cannot be expected to maintain any one industry at pre-war status during this emergency. That would necessitate extending, without prejudice, similar assistance to all industry throughout the Dominion. The Government's first duty is to protect the financial solvency of the nation. In this particular undertaking the Government is sharing the loss and at the same time affording protection to the apple growers. The loss to the grower and to the Government can be greatly reduced if the grower at this time eliminates his aged trees and many odd and undesirable varieties.

In view of present and prospective conditions, and with United Kingdom purchases likely to be controlled by the Ministry of Food, differences in quality within recognized government grades cannot be expected to receive the same consideration as in pre-war years. A standardized wholesome product is required by a country at war. Under the guarantee, the producer who has good varieties and grows a high quality of fruit is compensated for his efficiency through grade and size differentials.

A number of packers have built up a good reputation on the export market in the past. It is to their interest to continue to serve their customers, maintain their contacts, and protect their investment throughout this emergency. That should be sufficient inducement to maintain a high standard if they expect to be packing and shipping apples when the war is over.

We are no longer operating on a free and open market, where a product moves to the market place on a pre-arranged schedule and usually brings its true worth. Luck and chance play a large part in war; the outlook is always speculative, and risks are large. Under such conditions, risks must be spread, and the group must take precedence over the individual. In other words, under a plan of government assistance to provide subsistence and protection to an industry, it appears necessary that the resources of the apple growers be pooled and the returns from the crop shared on some reasonable basis which will be fair to all parties and at the same time permit some incentive to shippers to put up a superior pack.

The Co-operative Movement in Newfoundland

By H. B. MAYO

IN spite of several sporadic attempts to start co-operatives there was, until a few years ago, hardly a good co-operative society in the whole of Newfoundland. Sir Wilfred Grenfell pioneered a number of well intentioned efforts in north Newfoundland and Labrador but these societies either failed or, in the case of one or two still existing, became indistinguishable from other private companies, even to the extent of having watered stock. It is possible, however, that one of these may reorganize on co-

operative lines and so, late in the day, realize one of the famous doctor's dreams.

Failure or perversion also followed other co-operative ventures, and left a bad taste in many mouths. To-day this prejudice is one of the many obstacles in the way of genuine co-operative effort.

The bright spot in this poor record is the large retail society established just after the last great war in the paper mill town of Grand Falls. Built after the English model, this society flourished until it now has an annual turnover of around \$350,000 and consistently returns to its members 5% on their purchases. Oddly enough, the movement

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did not spread from Grand Falls to other parts of the country, not even to the mining and mill towns which, with their salaried workers, appear at first sight such a promising field for consumers' co-operation.

About six years ago an approach of a different kind was made—the Commission of Government brought a co-operative expert from Europe to initiate co-operation among fishermen. The outcome was three fishery societies, for retailing, supplying for the cod-fishery, and marketing members' fish. They were started by the help of loans from the Department of Natural Resources, and were not founded on any solid base of education or on any real demand from the fishermen concerned. One of them has since been wound up and the other two are struggling on, but their position is not healthy, nor their future bright, unless radical reorganisation is effected. They have probably been most useful as object lessons, to teach the Government and the people that genuine co-operatives cannot be started so easily, by Government loans and without an educational foundation. But however started, their prospects would have been gloomy, for the dried cod industry has been uneconomic for some years, and is hence the poorest of all soils for experiment with what is for Newfoundland a new form of business organisation.

In 1936 Government policy underwent a change and co-operation got off to a fresh start with new people and new methods both taken from the adult education work of the Extension Department of St. Francis Xavier University. A Co-operative Division was set up in the Department of Agriculture and Rural Reconstruction, a number of Newfoundlanders were trained and added to the staff, and the Government prepared to do for Newfoundland what a small University was doing for the Maritimes.

In providing co-operative teaching and generally fostering the growth of co-operatives, especially among primary producers, the Newfoundland Government had before it many precedents. To mention only a few: the United States

Department of Agriculture, the various governments of India, and colonial governments such as Cyprus and Mauritius. In the words of the present Commissioner for Natural Resources: "The development of Co-operation and the collective organisation of producers should be the corner stone of a policy of social reconstruction in Newfoundland."

Newfoundland is a country where the Government is not perhaps the ideal agent to promote co-operation. On the one hand a tradition of paternalism, and a distrust of "politics", are strong and the people often tend to expect subsidies or to regard the work with a can-anything-good-come-out-of-Nazareth attitude. While on the other hand the active opponents of the policy either accuse the Government of going into business, or of trying to drive private traders out of business, both of which are quite outside the scope of the policy.

But since there is no local Carnegie and no Extension Department to carry on the work the Government must perforce do so, and the results have, I believe, justified the effort.

As in eastern Nova Scotia the reasons for the policy lie in the poverty, distress, ignorance and barrenness of community life that prevail in so many places. The policy itself is one of education for social action. Not all the country's troubles are traceable to causes beyond our control, such as poor markets for fish, the effect of the world depression, and so on. To a large extent the problems of the country are problems of the people, and in the people themselves must lie the solution. By study, self-help, and united action the people can wipe out much of the social ills, if they are only given guidance. Producer and consumer will benefit, and there will be a steady progress away from paternalism, and towards independence. That is the theory on which the co-operative policy is based. One might add that although Newfoundland has lost self-government in the political sphere, it is now trying to build a more solid economic democracy on the basis of adult education and co-operation. Who can say but this is not

the surest way to build for future political democracy?

The policy, as in Antigonish, is based on study clubs or discussion circles, of which there are about 1,000 scattered unevenly around the country, taking in about 10,000 people. These are the educational unit, and they lay the foundations for co-operative organisations. In their monthly joint meetings they are a deliberative and social body, in some ways like an embryonic form of local government. From these come the local leaders of the movement, and unless a community can throw up good leaders no real progress will be made.

After education comes action. The type of society that is usually the first to grow out of the study clubs is the credit society. This is because it is simple, and furnishes good training in co-operative methods, and provides cash loans so that other kinds of societies can operate on a cash basis. It is in fact, the main co-operative solution to the problem of getting Newfoundland business away from a hoary credit system and on to a cash footing. The type of society formed is that found in Canada and the United States under the name Credit Union. Although a difficult type to start, much harder than the Raiffeisen, for example, because its only funds are the savings of members,—when once started it is generally safe. A period of six months study normally precedes the formation of a society.

The first credit society in Newfoundland was opened for business in Lourdes, on the west coast, on March 17, 1937.

The latest approximate figures are to the end of December 1939. At that time there were 35 credit societies, with 3,200 members; share capital of \$25,000 and a loan business for that year of \$48,000. Since loans are usually for short periods, the capital can turn over two or three times in the course of a year. Loans are made for all sorts of provident and productive purposes. 20 of these societies are already registered with limited liability under the Co-operative Societies Act, 1939. Other societies are always growing out of the Study Clubs and

there are at least another 10 societies in embryo, that will be formally organised and registered during 1940. Some of the credit societies are among trade unionists in the towns, but the bulk are among the outport fishermen and farmers.

Another relatively easy field for co-operative action is that of joint purchasing, starting with the small buying club to bulk members' orders and to secure wholesale prices. The members pay ordinary retail prices to the club, and the margin is credited to members' share capital for a future general purpose society. This type of society grows naturally out of the buying club, and is especially suitable for small places where it is not wise to have too many organisations. Retailing and marketing are the two functions most commonly combined in the general purpose society, though a few such societies, mainly in the towns, concentrate entirely on retailing.

There are now 18 of these general purpose societies registered under the Co-operative Societies Act with an estimated membership (at end of 1939) of 1,700, share capital of \$8,000, and annual turnover of \$325,000. Dividends on purchases are paid at rates that vary from 5 to 10%. 12 other societies of this kind are organised and will be registered this year. Credit is so necessary for the small farmer and fisherman that these societies would inevitably be driven off a cash basis without the credit societies as a source of loans. The credit society and the general purpose society are thus two parts of one complete co-operative plan to service the primary producer by receiving savings, granting loans, retailing, and marketing.

There are also a number of fishery societies whose main business is marketing live lobsters but which do a small amount of supplying, and marketing of other products. The main impetus to the start of these, in 1937, was the low returns for canned lobsters. Experimental shipments gave great satisfaction, and the following year one large society, covering half the west coast

shipped 278,000 lbs. that yielded an average price of 11 cents per lb. The price paid by private buyers is stated to have been 9 cents per lb. The society could get better prices because it sold direct to the American markets, without the intervention of a number of middlemen, and because the fishermen took better care of their lobsters as a result of what they learned in their study clubs. In 1939 the territory covered was larger and five societies were organised taking in 1,250 fishermen, and shipped a total of 736,000 lbs. that brought a net price to the fishermen of 12 cents a lb. The 1940 returns are not yet to hand, but another society of 250 fishermen had been formed in Placentia Bay and the total quantity shipped is well over one million pounds. Returns will probably not be so high as the year before, for the American prices took a large drop.

It was no easy job to organise and carry through a business of that size. Fishermen are noted individualists, many were down and out, and most of them had no background of co-operative experience. But they carried it all through in face of disloyalty, lack of supplies, opposition, and many other obstacles. Perhaps the best results of this has been in the breakdown of traditional ways of thinking and doing business, and in showing that co-operation can work when applied to the fisheries by fishermen. Tangible results are cash, where often no cash was seen before; and higher prices to fishermen both inside and outside of organisation.

The great question for the Newfoundland fishermen is this: Can they do in cod what they have done in lobsters? For many reasons the live lobster trade is much easier to handle; the cod fishery bristles with difficulties. The cod-fishery may well prove to be the testing ground of organised co-operation in Newfoundland.

Other branches of co-operative activity have made some headway. A few co-operatives market eggs under the "National Mark"; a sickness and accident insurance society flourishes within the Civil Service; and a few other small enter-

prises of divers kinds, such as a wood-working factory and ice depots are in operation.

Agricultural marketing is a form of producers' co-operation that has not been greatly developed. The field is occupied for the moment by a proposed Agricultural Marketing Scheme, similar to the marketing schemes in Britain. This is not voluntary co-operation of the old style although it rests on the democratic basis of majority voting. Many co-operators see in this form of organisation one which is better adapted than mere voluntary co-operation to the needs of the modern economic system, with all its rigidities and monopolies. In any case it looks as though the future improvements in agricultural marketing will be along marketing board lines.

A Co-operative Societies Act was passed in July, 1939, to give societies their legal standing. Under it they may register with limited liability and enjoy the usual privileges of incorporation. One important clause of the Act contains legal restriction on the use of the word "co-operative". Annual returns are required from each society. Only when these are in will accurate and comprehensive statistics about the Co-operative Movement in Newfoundland be available.

Co-operative policy in Newfoundland is a long range programme, and necessarily slow. In places where a large proportion of the families are on the dole the great need and distress warrants some departure from orthodoxy. A speeding up of the normal process is feasible under certain extreme conditions. This is what was projected in the plan for the rehabilitation of Placentia Bay—where, with organised marketing and government loans, enterprises were to be set up that would eventually be taken over by the people themselves. This plan has now been postponed, and it remains to be seen whether the normal co-operative policy can succeed where private industry has failed—in reviving depressed areas.

At the five established land settlements a fair amount of study of co-operation has been carried on, and the Government

stores are gradually being bought out by the people, and being used as general purpose societies.

It is important to realize that co-operation is not a magic pill that will cure every social disease overnight. If some outports are uneconomic, co-operation nor any other form of organisation can put such communities on their feet. Redistribution of the population may in these cases be the only real remedy. Hasty condemnation of an area must however be avoided, for uneconomic is a relative term, and potential resources are hard to estimate. Social evils such as unemployment can only be wiped out slowly as capitalism is modified and transformed from within. Although Newfoundlanders are often pessimistic, it is the faith of most of us that with a widespread co-operative movement and the

best forms of organised marketing there is a decent living possible for everyone in the country.

The actual material benefits of the new movement in Newfoundland, expressed in hard dollars and cents, have been very noticeable, and these bid fair to increase steadily. The movement is only in a stage of healthy infancy. But the significance of the movement will be misunderstood, particularly at this stage, if attention is confined only to the business side. The educational aspect is vital in Newfoundland, and so are the effects this is having on persons and on community life. Lives as well as livelihoods are being changed by this new gospel of study, self-reliance, independence, and united action. It is perhaps by the intangible results that the movement will do most good for the country.

Some Aspects of Public Speaking

By ARTHUR L. YATES

THERE are certain facts regarding ears and hearing which we must take into account when speaking from a platform, and these will be considered. The normal ear does not hear a sound at the moment that it reaches it, for there is a tiny period before the waves of sound can set the mechanism of the ear in operation, and similarly, the mechanism continues in operation for a fractional period after sound has ceased to fall upon it. As a result, if a succession of notes fall upon the ear they are heard separately, but, if they are repeated more and more rapidly, there comes a time when the separate notes appear to fuse and form a single prolonged sound. In a perfect hall, the notes would not thus be fused until they recurred sixteen times a second. Perfect halls are however

rare, for the walls will generally reflect the sound and form an echo, and it is not uncommon to find that notes repeated six times a second will fuse to a continuous note in such a hall. If for such test notes, we substitute the syllables of words we find that, in a perfect hall, they will be audible because the tiny period of silence in between the syllables and words is clear, but that in a faulty hall, the echo of the syllable fills up the period of silence so that the syllables run into one another.

It is a matter of some difficulty to many speakers to frame their words in a staccato manner and fortunately there is no need to do so for, if each syllable is spoken on a different note, it will achieve the same effect and make the speech quite clear.

When any member of the audience is hard of hearing, this tendency of the syllables to run into one another is for

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